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**OPERATIONS AND MAINTENANCE TRAINING PROJECT**

# ANNUAL PROGRESS REPORT – YEAR 3

## OCTOBER 2010 - SEPTEMBER 2011

(QUARTERLY PROGRESS REPORT 14

JULY – SEPTEMBER 2011)

**USAID OPERATIONS AND MAINTENANCE TRAINING PROJECT**

**October 2011**

This document was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

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**Contract No. EPP-I-00-04-00020-00**

**Prepared by Chemonics International Inc.**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# JORDAN/OMT PROJECT: YEAR 1 - 3 HIGHLIGHTS

## OMT Project Achieves Key Institutional Milestones and Delivers High-Impact Training Results Nation-wide

At the conclusion of Year 3, the OMT project has achieved all major milestones in support of establishing the Jordan Water and Wastewater Operator Certification and Training Program as set out in the approved Work Plan – Year 3.

The institutional structure of the program is in place and partners are fulfilling their responsibilities. The operator training program has been implemented nationally in all three Jordanian water companies and the Water Authority of Jordan (WAJ).

Measureable O&M improvements attributable to the operator certification and training program are being reported by trainees and management back on the job directly contributing to USAID's goal of:

> *Improved water sector services and infrastructure sustainability delivered by a highly qualified O&M workforce.*

Awareness of the Jordanian Operator Certification program is building in Jordan and regionally. Progress has been made to market Jordanian program resources in the region

**"Jordan Operator Certification Program"**
Picture: Zai Treatment Plant

This section of the OMT annual report summarizes achievement of the critical goals recognized as essential to the effective institutional capacity building and training development planned through Year 3.

**Certification Policy for Operators in the Water and Wastewater Sector –** As a result of an extensive interactive development process initiated in Year 1 and requiring numerous sessions, workshops and meetings, the Policy Framework for Certification of Operators in the Water and Wastewater Sector was finalized by the OMT project steering committee in March 2009.

The policy document is linked to Law 46/2008 establishing the Accreditation and Quality Assurance Center (AQAC) and derived from the associated regulation being prepared by the Employment, Technical and Vocational Education and Training (E-TVET) Council chaired by the Minister of Labour.

The certification policy, based on the US Association of Boards of Certification (ABC) and ISO 17024 standards, takes a comprehensive approach and seeks to define all major guidelines required to implement, operate and sustain the Jordan Water Operators Certification and Training Program.

The AQAC reviewed and agreed with the proposed policy and it has been fully adopted by the Water and Wastewater Services Sector Team (WWSST; acting Board of Certification). On the basis of this policy framework, the certification program has been implemented as a pilot and results will be used as a model for other sectors seeking to establish certification of personnel.

In May 2011, the Secretary General of the Water Authority of Jordan issued a binding instruction making compliance with the requirements of the Jordan Water Operators Certification and Training Program mandatory as specified below:

> *All municipal, industrial and private water and wastewater treatment plants and networks shall be operated by people who possess qualifications and certificates specified by the Jordan Water/Wastewater Operator Certification Program.*

As of September 2011, the legal status of the program remains unchanged. It is still operating on a pilot basis pending action by the office of the Prime Minister to approve the new AQAC bylaw which will enable AQAC to issue licenses, enforce compliance and fully accredit the Jordan operator certification program. OMT representatives and stakeholders from the Ministry of Labour (MoL) and the Ministry of Water and Irrigation (MWI) have actively lobbied over the past year to get this measure approved. While these efforts continue, the program will continue to offer certification and training on a provisional basis.

**"Jordan Operator Certification Program"**
"Zara Water Treatment Plant"

This impasse constitutes the central institutional challenge standing in the way of the full establishment of the Jordan Water Operators Certification and Training Program. As OMT enters its final year, further delays in the process to legally recognize and formalize the operator certification program will have serious consequences for long-term training delivery and program sustainability. Institutional partners are dedicated to creating a legal and binding operator certification in the Jordanian water sector; however, GoJ inaction to enable the necessary accreditation is eroding commitment and raising doubts about the future of the Jordan Water Operators Certification and Training Program at all levels from the WWSST/Board to utility company executives and facility operators.

**Institutional Framework Certification Program -** A key goal of the first year of the OMT project was to determine the institutional framework of Jordanian organizations required to implement and sustain the operator certification and training program. After defining the required framework, roles were proposed to appropriate partners within the evolving Jordanian institutional environment. It was fortunately discovered that various other certification-related initiatives were underway that offered appropriate institutional synergies.

Throughout the first year, the OMT project coordinated discussions that led to the identification of all key institutional partners necessary to effectively populate the certification program institutional framework as follows:

- Certification Body – Accreditation and Quality Assurance Center (AQAC)
- Water Sector Board of Certification – Water and Wastewater Services Sector Team (WWSST) composition as defined in the Policy Framework and described below
- Program Administrator – Al Balqa Applied University (BAU)
- Training Providers (pilot phase) – Miyahuna and Aqaba Water Companies
- Regional Training Marketer – ACWUA (Arab Countries' Water Utilities Association) with additional support from Al Balqa Applied University

All institutional partners had "agreed in principle" to actively commit to the successful and sustainable implementation of the operator certification program.

Since its inception in 2010, the WWSST has continued to meet regularly and act decisively as described further below.

**Water and Wastewater Services Sector Team (WWSST)** – Within the institutional structure of the Jordan operator program, the Accreditation and Quality Assurance Center (AQAC) serves as the Certification Body and the Water and Wastewater Services Sector Team (WWSST) fulfills the role of the Board of Certification.

On 19 May 2010, OMT conducted an orientation to kick-off the WWSST established under the auspices of the AQAC of the Employment, Technical and Vocational Education and Training Council (E-TVET) and the Ministry of Labour.

As per the recommended composition of the Board of Certification included in the Draft Certification Policy Framework, the WWSST has representatives from the sector and related entities as follows:

- Ministry of Water & Irrigation/Water Authority of Jordan

- Ministry of Environment
- Public water companies
- Jordan Environment Society
- Private water bottling company
- Certified operator
- W/WW experts from Jordanian universities
- Vocational Training Corporation
- Private engineering company, and
- the regional training marketer - ACWUA.

First row from left:Riyad Nassar, Rami al-Atrash, Yasser Al-Hanaqta, Ahmad Qatarneh, Ahmad Jamra, H.E. Mazen Odeh, Nadera Al-Bakheet, Zainab Abu Zaid, Bader Kassab, Abdelrahman Omari, Moh'd Kheir Irshadi, Hani Khleifat.
Second row from left: Samih Al-Amad, Husni Olama, Ahamd Badareen, Majed Alqtaishat

The WWSST officially convened in July 2010, selected Abdelrahman Omari as the Team Leader (chairperson) and continues to meet regularly. Convening of the WWSST is a major achievement for OMT in its efforts to encourage the full implementation of the institutional structure required to support and sustain the Jordan operator certification program.

The primary functions of the team are:

- Studying and identifying occupations within the sector in conformity with the latest developments in the labor market
- Classifying work with the relevant occupational levels in the sector
- Preparing occupational profiles and standards
- Formulating, implementing, controlling and evaluating the certification program strategy, scheme, policies, standards and results
- Developing operating instructions and procedures
- Overseeing a defensible testing process
- Establishing affiliations with international standards and certification bodies, and
- Developing recommendations to the E-TVET Council in the general framework of policies related to Water and Wastewater Services Sector.

The WWSST is an important indicator of the level of commitment and buy-in that the Jordan Water and Wastewater Operator Certification and Training Program has secured from key local stakeholders. The WWSST is providing legitimacy to the program and the leadership, planning, and decision-making necessary to ensure that the program adheres to the highest standards of operator training, fair and reliable testing and professional ethics.

OMT is implementing a Capacity Building Action Plan for the WWSST and institutional partners.

"Water and Wastewater Services Sector Team meetings"

In Year 3, OMT worked closely with the WWSST to review and develop its policies, standards, plans, organization, staff, systems and procedures. Finalizing the Fee Structure - Financial Analysis with data from the designated program administrator - Al Balqa' Applied University is an up-coming, high-priority action. An accurate and reasonable fee structure for full cost recovery of operating expenses will ensure the long-term sustainability of the Jordan operator certification program.

**Observational Study Tours for Key Institutional Partners –** In October 2009, the OMT Project carried out its first Observational Study Tour (OST) for a group of 6 Jordanians representing key institutional partners. This OST introduced these hands-on participants to the day-to-day management and operation of a successful operator certification program. Delaware Technical and Community College, which has been an important contributor to the OMT project, was the primary site for this OST and used its own Environmental Training Center to demonstrate the functions of a successful certification program administrator and training provider.

In addition, the OST participants visited the regional offices of Environmental Protection Agency (EPA), which acts as the federal regulator, the Delaware Water and the Wastewater Certification Boards, and treatment facilities where participants could interact with certified operators.

OST Group visiting Delaware Technical and Community College

OST Group visiting Cool Spring Reservoir Plaza in Wilmington, DE

In January 2012, OMT will conduct the second OST for a similar group of Jordanian partners who will visit the Office of Water Programs (OWP) at California State University at Sacramento (CSUS) and attend the Association of Boards of Certification (ABC) conference in Tampa, Florida. OWP is the premier water operator certification and training program in the world and OMT has had the good fortune to develop a highly productive relationship with Dr. Ken Kerri, the founder of OWP and

the expert responsible for the curriculum that OMT has used as a model for the Jordan operator program. At the ABC conference, the group will present a joint paper with USAID describing efforts to establish certification in the Middle East and North Africa (MENA) region with special emphasis on the prototype program in Jordan.

**Standard Operations and Maintenance Procedures (SOMP) and Baseline Data** – In Year 1, OMT collected a comprehensive set of water and wastewater treatment SOMPs and best practices to be used reference material to determine training needs and support course development. In addition, OMT completed a descriptive report of all major water and wastewater treatment plants that are owned by the government of Jordan including a process layout of the plant, a breakdown of plant personnel, and, details of the plant volume, process, facilities and laboratory.

In Year 3, as training has expanded to the three Jordanian water companies and WAJ, this personnel data is being used to determine demand for certification training and testing as well as for planning the financial sustainability of the certification program. Facility data is being used to categorize plants and ensure that appropriate training is offered to each facility.

**Water and Wastewater Operator Curriculum Design and Development** – The table below shows the curriculum designs that have been completed as of Year 3 representing a total of 280 customized instructional hours distributed over five unique operator certification training programs.

As OMT enters Year 4, development is complete for all levels of Water and Wastewater Treatment Operator including trainee guides, trainer guides, texts and visual aids. Development of Water Distribution, Wastewater Collection and Utility Management will be completed in Year 4.

"Water and Wastewater Operator Curriculum Design and Development sessions"

Note that the treatment courses were developed under the Work Plan for the original OMT scope while the networks and utility management were added when the OMT scope was modified in 2010.

| **Operator Curriculum Outlines** | **Instructional Hours** | | | | |
|---|---|---|---|---|---|
| | Level 1 | Level 2 | Level 3 | Level 4 | Total |
| Water Treatment | 46 | 37 | 36 | 29 | 106 |
| Wastewater Treatment | 44 | 35 | 33 | 46 | 158 |
| Water Distribution | 31 | 47 | -- | -- | 78 |
| Wastewater Collection | 31 | 38 | -- | -- | 69 |
| Utility Management | 40 | -- | -- | -- | 40 |

Curriculum outlines were based on the program conducted by Delaware Technical and Community College, the Waster/Wastewater Operators' Need-To-Know as defined by the Association of Boards of Certification (ABC), and valuable input from advisory committees of local Jordanian subject matter experts and Dr. Ken Kerri.

Local Jordanian curriculum and test developers hold university graduate school-level degrees in water fields, have extensive education and training experience and ten participants have successfully completed the Instructional Systems Design (ISD) in-service training developed and conducted by OMT. The ISD program emphasized best practices in adult and continuing education as well participative training methods and interactive techniques. Technical content for all curricula is reviewed during development by local Subject Matter Experts (SME) to ensure that training is accurate and complete. These SMEs are well known Jordanian engineers with vast practical experience working and managing in the water sector in Jordan and regionally.

"Jordanian experts attending curriculum and test developing sessions"

**Water and Wastewater Operator Curriculum Training Implementation** – The table below provides a summary of the pilots and repeat trainings conducted to date and planned through Year 4. OMT has been able to optimize project resources and add value by offering repeat trainings of courses that has allowed all three Jordanian water companies and WAJ to participate and receive training for their operators.

| **Operator Curriculum and Tests** | Pilot | Level 1 | Level 2 | Level 3 | Level 4 |
|---|---|---|---|---|---|
| Water Treatment | Miyahuna /Zai | 2011 | 2011 | 2012 | 2012 |
| Water Treatment – *Grandfathering* | WAJ | 2011 | N/A | N/A | N/A |
| Water Treatment – * *Repeat of Pilot* | AWC | 2011 | 2011 | 2012 | 2012 |
| Wastewater Treatment | Aqaba | 2010 | 2011 | 2012 | 2012 |
| Wastewater Treatment * *Repeat of Pilot* | Yarmouk | 2011 | 2011 | 2012 | 2012 |
| Water Distribution | TBD | 2012 | 2012 | -- | -- |
| Wastewater Collection | TBD | 2012 | 2012 | -- | -- |
| Utility Management | TBD | 2012 | -- | -- | -- |

Note: ***** indicates a repeat of training already piloted and revised.

As training is implemented at each site, OMT in close conjunction with the WWSST conducts orientations for utility management and operators to introduce the purpose, policies, procedures and approach of the Jordan Water Operators Certification and Training Program. This process was initiated in April 2010 when OMT conducted an orientation workshop in Aqaba to update all key institutional partners and

stakeholders and set the stage for the pilot implementation at the Aqaba Water Company (AWC) of the WW/L1 curriculum. Operator training is now being conducted at all three Jordanian water companies (Aqaba, Miyahuna, and Yarmouk) plus WAJ.

Names by Number: 1-Husni Olama 2-Howard Sokoloff 3-Majed Alqtaishat 5-Zaid Jabarin 6-Jamal Radaideh 7-Abdul Wahab Matar 8-Abdelrahman Omari 9-Aiman Bani Hani 10-Nadera Al-bakheet 11-Moh'd Kheir Irshaid 13-Ziad Abu-Hamatteh 14-Zakaria Tarawneh 15-Samih Al-Amad 16-Ibrahim Ghandour 17-Riad Nassar 18-H.E. Khaldon Kashmad 20-Zaid El-Keilani 21-Khair Al-Hadidi 22-Hassan Amro 23-Hanan Khouri 24-Ahmad Rajoub 25-Asem Al-Bataineh 26-Imad Zurikat 27-Samer Bdour 28-Yaser Al-Hanaqta 29-Ziad Ta'ani 30-Malek Al-Khatib 31-Moh'd Al-Mahameed 32-Moh'd Habahbeh 33-Ayman Alawneh 34-Laith Al-Maaytah 35-Tarek Zureikat 36-George Rizkallah

Eng. Yasser Hanaqta, AWC Wastewater Manager remarked that, “In addition to technically qualifying our operators, this certification program is developing a career-path for all of us. The top management of AWC is very pleased with the progress of this training, and the opportunity of being the first to be trained in Jordan.”

To date, in accordance the policies of the Jordan program, all pilot training sessions have been conducted by trainers who hold US Association of Boards of Certification (ABC) treatment plant operator credentials obtained under previous USAID-funded projects, and twenty participants have successfully completed a comprehensive Training of Trainers (TOT) program conducted by OMT.

All certification tests are prepared, administrated and reported by Al Balqa University acting as a third party to assure exam security, confidential grading, and professional statistical analysis and reporting.

In describing the program, Eng. Mohammad Al-Mahameed, Ma’an WWT Plant Manager stated, “It is good to get the knowledge in a comprehensive way. I mean from A to Z.”

WWTO Level 1 Pilot Training. Pre-Post Test Session. Aqaba WWTP. May, 2010. Trainer: Eng. Ziad Ta’ani, Trainees (from right to left): Eng. Mohammad Mahameed,

Ahmad Al-Hanaqta, Yazan Al-Ambosee, Hassan Al-Saied, Eng. Kholod Al-Ja'afreh, Ahmad Abu-Somaqa, and Esmael Shawqee.

The summary table below shows the combined quantity of trainee participating in operator training pilots and repeat trainings. The table also shows the operator certification exam pass rates (number of trainees passing to total attending) taken from the OMT standardized testing reports

| **Operator Trainees & Percentage Passing** | Level 1 | Level 2 | Level 3 | Level 4 | Total |
|---|---|---|---|---|---|
| Water Treatment | 15/17 | -- | -- | -- | 89.50% |
| Wastewater Treatment | 15/16 | -- | -- | -- | 93.86% |

**Restart of the USAID-funded ABC Certifications –** In Year 3 with new resources made available under the OMT contract amendment, the project initiated action to restart the dormant ABC operator certification program that had been initiated by earlier USAID projects in association with various USAID-funded infrastructure activities. OMT utilized the services of Mr. Barry Hess, who was instrumental in these earlier certification efforts, to restart the program which requires English language testing and complex enrollment procedures. As of September 2011, 30 Jordanian participants were enrolled in the US certification program to renew expired credentials and/or study for higher US certification levels. Feedback from the companies and organizations benefitting from this enhancement to the OMT project has been complementary of the inclusive approach to involve all Jordanian operators previously in the program plus some selected new participants. The efficient organization and support of this new OMT function which will continue through the end of the project has also been praised by beneficiaries.

**Training Impact Assessment (TIA)** – In addition to the standard Training Evaluation to determine the quality of the training products and delivery, the OMT project has also designed and implemented a TIA approach as part of the pilot training process.

"One of the Training Impact Assessment sessions at WAJ Grandfathering Water Operator Training – Level 1"

The purpose of the TIA is to monitor and report changes and improvements in Operation and Maintenance (O&M) performance at Jordanian plants that can be attributed to the operator certification and training program. The TIA is emphasized at orientation events and will be a key function of the WWSST. The TIA includes a set of quantitative performance indicators, and opinion-based surveys and interviews to

be completed by trainees and supervisors prior to training to establish a baseline for later post-training comparisons back on the job at a particular site every six months.

These instruments will be utilized and refined as part of all pilot training. One key aspect of the assessment focuses on determining the degree to which an enabling environment has been established at a facility to gain the greatest performance benefit from the application of new knowledge and skills acquired during the training. To date OMT has prepared three TIA Reports with similar assessments planned for all pilots and simplified procedures for repeat training.

This TIA approach is unique in the context of water operator certification world-wide and has been presented by OMT to the US Association of Boards of Certification as a model for replication.

**High Impact Results of Operator Certification Training** - Recent results of the follow-up assessment conducted six months after training at the AWC WWTP have shown significant O&M performance improvements and positive changes in the plant culture that can be attributed to the training.

The preliminary results for the Aqaba WWTP comparing the initial set of back-on-the-job data collected six months after the Wastewater Level 1 training in 2010 with the 2009 end-of-training data shows significant measurable performance improvements across the board. Most notable, maintenance costs were reduced by nearly half (43%), and despite the increased costs of a new organizational structure and an increase in the depreciation rate by 4.6 percent, operating costs were held to near parity with the 2009 levels. A 29% reduction in accident reports was reported as well as the total elimination of both non-compliance citations for wastewater quality and major unplanned shutdowns. These results are further confirmed by the trainee and supervisor survey and interview data.

"Training Materials Review session"

OMT has completed a custom design for the Knowledge, Attitude and Practice (KAP) study that will be implemented in 2012 to help the program understand how to become more responsive to various target populations in Jordan including central government, customers, students and donors.

**Promoting the Jordan Operator Certification Program** – Stakeholders have accepted the vision that the Jordan Water Operators Certifications and Training Program will be a fee-based self-sustaining operation that will generate necessary revenues from training in Jordan and the MENA region.

"Jordan Certification Program at the IWA Conference – 2011"

As mentioned above, OMT and the WWSST are engaged in various public awareness and water sector orientation and outreach activities which will be fully implemented in Year 4. Notable in Year 3 were the meetings with WAJ to introduce the operator certification program and participation by OMT staff in the USAID-sponsored International Youth Day in July 2011, an event designed to introduce university students to career opportunities.

"Jordan Certification Program at the IYD and presentation at WAJ – 2011"

Throughout Year 2 and 3, OMT has been actively promoting the Jordan Operator Certification and Training Program at regional and international water conferences. OMT and its stakeholders have presented papers on the Jordan Operator Certification Program and/or participated in the following conferences:

- Association of Boards of Certification (ABC); Florida, USA, January 2010;
- ACWUA Non-Revenue Water; Rabat, Morocco, January 2010;
- Sustainable Water Supply and Sanitation; Cairo, Egypt, July 2010;

- International Water Association (IWA) Conference; Montreal, Canada, September 2010;
- ACWUA – Arab Water Week, Jordan, December 2010;
- ABC Conference; Phoenix, Arizona, January 2011; and
- IWA – Specialist Group for Efficient Urban Water Management, March 2011 where in addition to the WWSST/Board Chairman presenting a paper describing the Jordan Water Operators Certification and Training Program, OMT also supported an exhibition booth with promotional materials to market the program to conference participants.

Based on contacts secured at the Dead Sea event, OMT is currently coordinating with the USAID-West Bank mission and the INP2 project to offer the first regional O&M training to Palestinian water distribution operators (35 trainees planned) early in 2012. OMT is also following up interest on the part of the Embassy of Afghanistan and the UNDP – Iraq office, both located in Amman

"Connecting with USAID West Bank- Dr. Aiman Bani Hani, COTOR USAID Jordan, Howard Sokoloff, Director PMU and Eng. Bassim Refa's, Deputy Director USAID WB"

OMT continues to use regional water events to promote the Jordan program with participation planned for the following upcoming activities:

- ACWUA – Best Practices Conference, Egypt, December 2011; and
- ABC Conference; Tampa, Florida, January 2011 in conjunction with OST2.

OMT has continued to develop the interest of the Arab Countries Water Utilities Association in serving as the Regional Training Marketer. Recently, that interest has increased and OMT is in the process of finalizing a Memorandum of Understanding. This MOU contemplates OMT and ACWUA working together to conduct market research, develop a business plan, hold an operator certification workshop at an ACWUA conference and promote operator certification to ACWUA members.

**OMT Project Administration** - On Jordan OMT, Chemonics has effectively utilized Jordanian long-term and short-term experts for key technical areas where appropriate. Intermittent senior expatriates are deployed for targeted technical assignments and for providing an international lens on areas of monitoring and evaluation and marketing. By utilizing expertise on the ground, the project has saved costs over the life of the project and allowed for Jordanian professionals to take on leadership roles and to gain practical technical experience.

"Quality Assurance visit at Zai Treatment Plant"

**OMT Contract Amendment – Mod 6**

A modification (Mod 6) to the OMT contract was concluded with USAID in December 2010. This changes the contract ceiling from $4,945,691 to $7,413,582 with no change in the project completion date of September 2010.

An interim OMT Work Plan–Year 4 was prepared in Quarter 12 to address priority changes in scope and include newly identified staff resulting from the modification.

In May 2011, OMT submitted the formal OMT Work Plan–Year 4 based on inputs from the team, counterparts, partners and USAID and incorporating all changes to the project scope due to the contract amendment.

## KEY OMT PROJECT STAKEHOLDERS THROUGH YEAR 3

As a sectoral activity, the OMT Project has implemented a highly inclusive process to engage key governmental, private, and professional institutions. A summary of key stakeholders through Year 2 is shown below.

- USAID/Water Resources and Environment (WRE).
- OMT Project Steering Committee.
- Ministry of Water and Irrigation.
- Water Authority of Jordan.
- Jordan Water Company (Miyahuna).
- Aqaba Water Company.
- Yarmouk Water Company (formerly Northern Governorates Water Administration).
- Employment, Technical and Vocational Education and Training Council (E-TVET).
- E-TVET Council – Accreditation and Quality Assurance Center (AQAC).
- Vocational Training Corporation (VTC).
- Water/Wastewater Services Sector Team (WWSST; Acting Board).
- Al-Balqa' Applied University (BAU).
- Arab Countries Water Utilities Association (ACUWA).
- Wadi Ma'in Zara Mujib Treatment Plant/ Miyahuna Water Company.
- Samra Wastewater Treatment Plant.
- Zai Water Treatment Plant/ Miyahuna Water Company.
- National Institute for Training of Trainers.
- Jordan Engineers Association (JEA).
- European Community (EU).
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) formerly GTZ & the GTZ/HRM Project.
- USAID-funded IDARA Project.
- INP2 – USAID/West Bank & Gaza
- UNDP – Iraq (Amman Office)
- Afghan Embassy - Amman
- Economic Opportunities for Jordanian Youth (INJAZ) Program.
- Office of Water Programs (OWP), California State University Sacramento (CSUS).
- Association of Boards of Certification (ABC).
- Delaware Technical and Community College (DTCC).

# MAJOR MEETINGS – QUARTER 14 (JULY – SEPTEMBER 2011)

| Summary of Major OMT Meetings - Quarter 14 | | | |
|---|---|---|---|
| **Date** | **Partner** | **Subject** | **Attendees** |
| July 5 | Miyahuna | Meeting with Miyahuna CEO | • Munir Owies (Miyahuna CEO)<br>• Naser Nabulsi (Miyahuna)<br>• George Rizkallah (OMT)<br>• Majed Alqtaishat (OMT)<br>• Adi Najjar (OMT) |
| July 6 | BAU | Discuss the progress of CBAP / Procedure Manual | • Ghenwa Makhamreh (BAU)<br>• Majed Alqtaishat (OMT) |
| July 7 | AQAC | Discuss the progress of AQAC By-Law Ratification | • Mohammad Irshed, (AQAC)<br>• Majed Al Qtaishat (OMT)<br>• George Rizkallah (OMT) |
| July 10 | BAU | Discuss the progress of CBAP / Procedure Manual | • Ghenwa Makhamreh (BAU)<br>• Majed Al Qtaishat (OMT) |
| July 10 | OMT | Met to discuss SOW's and Communications Strategies for Component 3 | • Nancy Barnes (OMT)<br>• George Rizkallah (OMT)<br>• Nisreen Malkawi (OMT)<br>• Yassar Hidmi (IdRC) |
| July 10 | DTCC | Preparation for Utility Management Workshop | • Steve Rohm (DTCC)<br>• George Rizkallah (OMT)<br>• Adi Najjar (OMT)<br>• Nancy Burns (OMT) |
| July 11 | USAID | Meeting to USAID COTR – Follow up OMT Progress | • Dr. Aiman Bani Hani (USAID)<br>• George Rizkallah (OMT) |
| July 13 | OMT | Follow up on SOW's and Communications Strategies / Financial Module | • Nancy Barnes (OMT)<br>• George Rizkallah (OMT)<br>• Ibrahim Alqam (IdRC)<br>• Yassar Hidmi (IdRC) |
| July 13 | BAU | Discuss the progress of CBAP / Procedure Manual | • Ghenwa Makhamreh (BAU)<br>• Majed Al Qtaishat (OMT) |
| July 13 | WWSST | WWSST Meeting - Agenda included<br>• Discuss the next step of | • Mohammad Irshaid, (AQAC)<br>• Abdelrahman Omari |

| Summary of Major OMT Meetings - Quarter 14 | | | |
|---|---|---|---|
| **Date** | **Partner** | **Subject** | **Attendees** |
| | | certification policy approval<br>• ISO 17024 requirements and applications | (WWSST)<br>• Hani Khleifat (WWSST)<br>• George Rizkallah (OMT)<br>• Majed Alqtaishat (OMT) |
| July 13 | IdRC | Discuss the progress of OMT with IdRC – Regular Meeting | • Loay Hidmi (IdRC)<br>• George Rizkallah (OMT) |
| July 14 | USAID | Meeting with Kenana to discuss Website issues for the Program | • Kenana Amin (USAID)<br>• Nancy Barnes (OMT)<br>• George Rizkallah (OMT)<br>• Elham Musa (OMT) |
| July 17 | INP2 Project – | USAID Project in Palestine: Infrastructure Needs Program 2 (INP2)<br><br>Palestine Direct Marketing Trip – Promoting Jordan Operator Certification Program | • George Rizkallah (OMT)<br>• Nancy Barnes (OMT)<br>• Brent Hauser (INP2)<br>• Jeff P. Murcer (INP2)<br>• Sal Mansour (INP2)<br>• Amjad Aliewi (INP2)<br>• Majid Hamouda (INP2) |
| July 18 | USAID West bank & Gaza – | USAID West Bank/Gaza (WBG) Water Resources and Infrastructure Office<br><br>Palestine Direct Marketing Trip – Promoting Jordan Operator Certification Program | • George Rizkallah (OMT)<br>• Nancy Barnes (OMT)<br>• USAID WB:<br>Bassam Refai<br>Charles Esterly<br>Kimberlee Bell<br>Dan Hollander<br>Sonia Masies<br>Anan Al Masri<br>Orna Dickman<br>Hana Goldberger |
| July 19 | Palestinian Water Authority (PWA) | Palestinian Water Authority (PWA)<br><br>Palestine Direct Marketing Trip – Promoting Jordan Operator Certification Program | • George Rizkallah (OMT)<br>• Nancy Barnes (OMT)<br>• Dr. Shaddad Al Attili, (PWA Minister)<br>• Ziyad Fuqaha (PWA)<br>• Ahmad M. Hindi (PWA)<br>• Kamal Issa (PWA)<br>• Eng. Beesan Shonnar (PWA) |
| July 20 | USAID West bank & Gaza – | USAID West Bank/Gaza (WBG) Water Resources and Infrastructure Office<br><br>Discuss results of PWA meeting and | • George Rizkallah (OMT)<br>• Nancy Barnes (OMT)<br>• USAID WB:<br>Bassam Refai |

| Summary of Major OMT Meetings - Quarter 14 | | | |
|---|---|---|---|
| **Date** | **Partner** | **Subject** | **Attendees** |
| | | debriefing for the whole Palestine Trip outcomes | Charles Esterly<br>Dan Hollander |
| July 21 | WWSST & BAU | Discuss the business planning and the Palestine trip outcomes (INP2) | • Abdelrahman Omari (WWSST)<br>• Bassim Abbassi (BAU)<br>• Nancy Burns (OMT)<br>• Adi Najjar (OMT)<br>• Majed Alqtaishat (OMT)<br>• Elham Musa (OMT) |
| July 21 | USAID | Attend and participated in the Internaltional Youth Day (IYD) presented the project and Jordan Operator Certification Program | • Elham Musa (OMT)<br>• Nisree Malkawi (OMT) |
| July 28 | Siyaha | Launch Jordan National Tourism strategy 2011 – 2015 | • Elham Musa (OMT)<br>• Adi Najjar (OMT)<br>• Majed AlQtaishat (OMT) |
| Aug 7 | USAID | Meeting to USAID COTR – Follow up OMT Progress | • Dr. Aiman Bani Hani (USAID)<br>• George Rizkallah (OMT) |
| Aug 15 | WAJ | Brief WAJ SG on OMT project, Certification program with updates | • Eng. Fayz Bataineh WAJ SG (WAJ)<br>• Hanan Khoury (WAJ) Training Director<br>• George Rizkallah (OMT)<br>• Adi Najjar (OMT)<br>• Majed Alqtaishat (OMT) |
| Aug 18 | AQAC | Revise the translation of the policy | • Mohammad Irshed, (AQAC)<br>• Hani Khleifat (WWSST)<br>• Majed Alqtaishat (OMT) |
| Aug 22 | IdRC | Discuss KAP approach and methodology | • Loay Hidmi (IdRC)<br>• George Rizkallah (OMT)<br>• Adi Najjar (OMT)<br>• Majed Al Qtaishat (OMT)<br>• Elham Musa (OMT) |
| Aug 29 | OMT | Discuss Component 3 progress with C3 Leader over Skype | • George Rizkallah (OMT)<br>• Nancy Barnes (OMT) |
| Sep 5 | Trainers | Arrange for the Grandfathering training (WAJ WTO L1) and repeat training (AWC WTO L1 & Yarmouk WWTO L1) | • Yousef Lahham, WW Trainer, Samra<br>• Aziz Yasin, W Trainer, |

| Summary of Major OMT Meetings - Quarter 14 | | | |
|---|---|---|---|
| **Date** | **Partner** | **Subject** | **Attendees** |
| | | | Miyahuna<br>• Riyad Nassar, W Trainer, Aqua-Treat<br>• Adi Najjar (OMT) |
| Sep 7 | ACWUA | Meeting to discuss and finalize the MOU with ACWUA in preparation for signature / ratifying with USAID COTR attending | • Aiman Bani Hani (USAID)<br>• George Rizkallah (OMT)<br>• Khaldon Khashman (ACWUA)<br>• Mustafa Nasereddin (ACWUA) |
| Sep 11 | Aqaba Water Company (AWC) | Launching WTO Level 1, repeat at AWC | • Elham Musa (OMT)<br>• Majed Qutaishat (OMT)<br>• Yasser Hanaqta (AWC) |
| Sep 11 | Water Authority Jordan (WAJ) | Launching the first WTO Grandfathering Level 1 | • George Rizkallah (OMT)<br>• Hanan Khouri (WAJ) |
| Sep 11 | Yarmouk Water Company | Launching WWTO Level 1, repeat at YWC | • Adi Najjar (OMT)<br>• Jamal Rashdan (YWC) |
| Sep 12 | WAJ / AQAC / | 1St Quality Assurance Visit | • Adi Najjar (OMT)<br>• Mohammad Irshed, (AQAC)<br>• Zaid Al-Qaisi (AQAC) |
| Sep 13 | AWC / WWSST | 1St Quality Assurance Visit | • Adi Najjar (OMT)<br>• George Rizkallah (OMT)<br>• Rami Al-Atrash (WWSST)<br>• Yaser Hanaqtah (AWC) |
| Sep 13 | AWC | Meet with AWC CEO discuss progress on the project, current training and future cooperation | • Imad Zuriekat (AWC)<br>• Adi Najjar (OMT)<br>• George Rizkallah (OMT)<br>• Rami Al-Atrash (WWSST)<br>• Yaser Hanaqtah (AWC) |
| Sep 15 | YWC / AQAC / WWSST | 1St Quality Assurance Visit | • Adi Najjar (OMT)<br>• Zaid Al-Qaisi (AQAC)<br>• Majed Alqtaishat (OMT)<br>• Zainab Abu Zaid (WWSST) |
| Sep 19 | WAJ / WWSST / BAU | 2nd Quality Assurance Visit | • Adi Najjar (OMT)<br>• George Rizkallah (OMT)<br>• Abdelrahman Omari (WWSST) |

| Summary of Major OMT Meetings - Quarter 14 | | | |
|---|---|---|---|
| **Date** | **Partner** | **Subject** | **Attendees** |
| | | | • Hanan Khouri (WAJ)<br>• Bassim Abbasi (BAU) |
| Sep 20 | AWC/ AQAC / WWSST / BAU | 2nd Quality Assurance Visit | • Adi Najjar (OMT)<br>• George Rizkallah (OMT)<br>• Zaid Al Qaisi (AQAC)<br>• Bassim Abbasi (BAU) |
| Sep 21 | YWC / WWSST | 2nd Quality Assurance Visit | • Adi Najjar (OMT)<br>• George Rizkallah (OMT)<br>• Hani Khlaifat (WWSST)<br>• Abdelrahman Omari (WWSST) |
| Sep 22 | AWC | End of Training.<br>Conducting the post Training, Testing and receiving daily Test results | • Elham Musa (OMT)<br>• Majed Qutaishat (OMT) |
| Sep 25 | YWC | End of Training.<br>Conducting the post Training, Testing and receiving daily Test results | • Elham Musa (OMT)<br>• Majed Qutaishat (OMT) |
| Sep 28 | WAJ | End of Training and Graduation Ceremony for the 1st Grandfathering Training in WTO Level 1<br>Conducting the post Training, Testing and receiving daily Test results | • George Rizkallah (OMT)<br>• Majed Qutaishat (OMT)<br>• Elham Musa (OMT)<br>• Hanan Khouri (WAJ)<br>• Bashar Awamleh (WAJ) |
| Sep 28 | USAID Project ISSP | Met with the ISSP COP, Barbara Rosemiller to update on OMT activities and the ISSP inception report.<br>Discussed future cooperation between both projects | • George Rizkallah (OMT)<br>• Barbara Rosemiller (ISSP) |

# KEY ACTIVITIES PLANNED FOR QUARTER 15 (OCT – DEC 2011)

OMT has summarized key activities planned for Quarter 15 below based on the OMT Project Work Plan – Year 4. Please refer to Annex B for the full set of planned tasks and subtasks for the next quarter presented in the updated work plan.

**QUARTER 15 ACTIVITIES:**

Component 1 – Certification Policy, Institutional Strengthening, and Capacity Building

- Follow-up approval process for AQAC by-law and facilitate development of related certification and training regulations.
- Convene WWSST meetings to develop procedures related to the approved Jordan Operator Program policy. Finalize roles and sign formal agreements between the WWSST and institutional partners (AQAC; BAU; ACWUA; AWC; and Miyahuna).
- Continue implementation of the Capacity Building Action Plan emphasizing integration and utilizing the administrative, finance and information systems already available at Al Balqa' Applied University.
- Continue the financial analysis to determine a fee structure for the full cost recovery and sustainability requirements of the Jordan certification program.
- Pursue ISO 17024 certification with the AQAC and WWSST.
- Finalize all planning for OST 2 to CSUS and ABC in January 2012.

Component 2 – Training Development

- Conduct training pilots nation-wide and finalize Water and Wastewater Treatment Operator Certification Courses and Tests as required.
- Conduct quality control process and issue Letters of Completion and Achievement to trainees who attended pilot training.
- Initiate development for the following courses/tests: Water Distribution; Wastewater Collection; and, Utility Management.
- Initiate desk-top publishing/reformatting of Water and Wastewater Level 1 trainee materials and slides.
- Conduct Instructional System Development (ISD) course to qualify local training specialists for course and test development.
- Continue to administer the ABC operator certification and training.
- Distribute CSUS operator training reference manuals to participating sites.

Component 3 – Commercialization, Regional Marketing and Sustainability

- Prepare slides for submission to ABC for the January conference in Tampa.
- Implement capacity building and marketing strategy for ACWUA. Conduct regional demand survey.
- Finalize website approach with WWSST, BAU and ACWUA.
- Prepare presentation and attend ACWUA conference in Egypt/Dec 2011
- Follow-up regional training with Palestine/West Bank INP2 project.
- Implement awareness programs for water sector and stakeholder groups nation-wide.

Component 4 – Performance Impacts on Improved Operations and Maintenance

- Develop and report Training Impact Assessment findings for on-going pilots.
- Finalize TIA procedures based on pilot experience.
- Finalize planning for KAP Survey and complete interview questionnaires for data collection to begin in January 2012.

## FINANCIAL SUMMARY

A modification (Mod 6) to the OMT contract was concluded with USAID in December 2010. This changes the contract ceiling from $4,945,691 to $7,413,582 with no change in the project completion date of September 2012.

The financial table below reflects the funding levels based on the current obligated and total contract funding.

**QPR 14 – Financial Summary**

| Line Item | | Contract Budget | Total Costs Incurred as of June 2011 | Costs Incurred July 2011 | Costs Incurred August 2011 | Costs Incurred September 2011* | Total Costs Incurred as of September 2011 | Remaining as of September 2011 | % used |
|---|---|---|---|---|---|---|---|---|---|
| I. | For Workdays (LOE) Ordered (Salaries) | $1,251,573 | $602,850 | $14,674 | $11,902 | $14,195 | $643,621 | $607,952 | 51.4% |
| II. | Other Direct Costs | $4,115,995 | $2,274,163 | $53,894 | $52,742 | $85,099 | $2,465,898 | $1,650,097 | 59.9% |
| III. | Indirect Costs (Overhead, G&A & Fringe) | $1,595,216 | $897,234 | $24,747 | $17,840 | $21,793 | $961,614 | $633,602 | 60.3% |
| Subtotal, Items I-III | | $6,962,784 | $3,774,248 | $93,315 | $82,484 | $121,087 | $4,071,134 | $2,891,651 | 58.5% |
| IV. | Fixed Fee | $450,797 | $243,189 | $5,971 | $5,361 | $7,766 | $262,287 | $188,509 | 58.2% |
| **Grand Total** | | **$7,413,581** | **$4,017,437** | **$99,286** | **$87,846** | **$128,853** | **$4,333,421** | **$3,080,160** | **58.5%** |

*September 2011 figures are estimates

## OMT PERFORMANCE MONITORING PLAN: RESULTS THROUGH YEAR 3 (QUARTER 14)

This section provides a quarterly update of progress in defining PMP targets and achieving results.

*The OMT Project applies the Instructional Systems Design (ISD) approach to all steps in the process of delivering training. ISD is a five-stage: Analysis, Design, Development, Implementation, and Evaluation. The OMT PMP and Work Plan utilize ISD concepts and terminology to add precision, especially to indicators and targets.

**Table 1.1: OMT Project Performance Monitoring Plan - Targets and Results – Component 1**

| Milestone and Performance/ Impact Indicator | Definition | Disaggregation | Year | Target | Results |
|---|---|---|---|---|---|
| **SO 8: ENHANCED INTEGRATED WATER RESOURCES MANAGEMENT** | | | | | |
| **Program Goal (PG):** Improved performance of water and wastewater treatment plant operations through the establishment of a sustainable optimized certification and training system for sector employees in Jordan | | | | | |
| **PIR 1: Policy/Regulatory Environment Strengthened to Support Standardized Training and Certification** | | | | | |
| Indicator 1.1: Protocols implemented for linking standard O&M procedures to training materials development | Comprehensive 'need-to-know ' criteria determined and implemented for major water and wastewater treatment processes | • WTP*<br>• WWTP* | 1 | Submitted | Complete |
| **KRA 1.1: Knowledge and application of best practices for water and wastewater facilities O&M increased** | | | | | |
| Indicator 1.1.1: Standard O&M procedures (SOMP) completed for current water and wastewater treatment operations | A complete set of water and wastewater treatment SOMPs were collected based on the ABC need-to-know criteria. These are available in hard-copy and electronic versions. Electronic versions have been provided to the Water Information Center/ WAJ library. | • WTP<br>• WWTP | 1 | N.A. | Complete |
| Indicator 1.1.2: Number of utilities applying standard O&M procedures (linked to implementation of certification training) | Number of utilities adopting the use of standard O&M procedures as regular practice (*OMT/USAID in conjunction with SOMP/GTZ. SOMPs/GTZ were not implemented)*. | • WTP<br>• WWTP | 2, 3 | N.A | N.A |
| **KRA 1.2: Improved policies and regulations establishing certification requirements** | | | | | |
| Milestone 1.2.1: Certification policy and regulation documents drafted | Draft version for stakeholder final review complete | N.A. | 1 | Submitted | Complete |

* WTP & WWTP – Results reported by group and by plant

| Table 1.1: OMT Project Performance Monitoring Plan - Targets and Results – Component 1 | | | | | |
|---|---|---|---|---|---|
| **Milestone and Performance/ Impact Indicator** | **Definition** | **Disaggregation** | **Year** | **Target** | **Results** |
| Milestone 1.2.2: Certification policy and regulations finalized with counterparts (e.g. WAJ, if appropriate) | Final version submitted incorporating written Steering Committee comments and items raised by Dr. Ken Kerri. | N.A. | 1 | Submitted | Complete |
| Milestone 1.2.3: Final version of certification policy and regulations presented to appropriate decision-makers for approval | Policy approved by the WWSST, the E-TVET Council/Ministry of Labor and AQAC. This approval will constitute the formal accreditation of the W/WW Operator Certification Program when the AQAC by-law is approved by the Prime Minister's office. | N.A. | 3 | Submitted | Complete |
| **KRA 1.3: Capacity of local institutions involved in certification program strengthened** | | | | | |
| Milestone 1.3.1: Board of certification created | OMT Steering Committee created as temporary BOC. Water/Wastewater Sector Services Team (W/WWSST) formed by AQAC/E-TVET Council with responsibilities of BOC in March 2010. W/WWSST convened on 19 May 2010 and meeting monthly. | N.A. | 1 | Submitted | Complete |
| Milestone 1.3.2: Certification standards, training program, and tests developed and implemented | Water and wastewater operator curriculum outlines - Complete. Edition 1 of all Water and Wastewater courses and tests (Level 1) complete. Pilot versions Water and Wastewater (all levels) courses and tests completed. Curriculum outlines for Water Distribution, Wastewater Collection and Utility Management complete. Development underway. | N.A. | 3 - 5 | Submitted | On-going |

| Table 1.2: OMT Project Performance Monitoring Plan - Targets and Results – Component 2 | | | | | |
|---|---|---|---|---|---|
| **Milestone and Performance/ Impact Indicator** | **Definition** | **Disaggregation** | **Year** | **Target** | **Results** |
| **PIR 2: Quality of Training Provided for O&M of Water and Wastewater Treatment Facilities Optimized** | | | | | |
| Indicator 2.1: Improvement in O&M knowledge from certification training courses | Percentage of trainees demonstrating acquisition of new learning as measured by results of Training Impact Assessment for pilot programs. | • WTP<br>• WWTP | 2 to 5 | TBD by BOC | Detailed results available in TIA Reports 1 - 3 |
| Indicator 2.2: Number of water/wastewater sector employees passing certification tests | Number of trainees passing certification tests stated as a percentage of the total number of trainees taking the test | • Gender 6% F<br>• WTP 89.50%<br>• WWTP 93.86% | 2 to 5 | TBD by BOC | Detailed WW/L1 results available in Testing - Report 1.<br>Detailed W/L1 results available in Testing - Report 1. |
| **KRA 2.1: Training materials improved to reflect best practices and certification requirements** | | | | | |
| Indicator 2.1.1: Number of certification curricula/programs designed (curriculum outlines) | Curricula/programs designed based on identified training needs derived from SOMPs, Best Practices, DTCC and CSUS programs. Pilot courses will be developed according to these outlines. (Curriculum outlines may be revised based on pilot training results.) | • Treatment<br>• Networks<br>• Management | 1 - 4 | W & WW Treatment Curriculum Outlines – 2; 4 levels each<br>W & WW Networks Curriculum Outlines – 2; 2 level each<br>Utility Management (UM) Curriculum Outline – 1; 1 level | Complete<br>Complete<br>Complete |
| Indicator 2.1.2: Number of certification courses developed as per curricula designs | Number of certification courses for which training materials are developed. | • Treatment<br>• Networks<br>• Management | 2 - 4 | 8 W &WWT Levels<br>4 W & WW<br>1 UM | Complete<br>Ongoing<br>Ongoing |

| Table 1.2: OMT Project Performance Monitoring Plan - Targets and Results – Component 2 | | | | | |
|---|---|---|---|---|---|
| **Milestone and Performance/ Impact Indicator** | **Definition** | **Disaggregation** | **Year** | **Target** | **Results** |
| **PIR 2: Quality of Training Provided for O&M of Water and Wastewater Treatment Facilities Optimized** | | | | | |
| **KRA 2.2: Training skills of trainers improved (training provider personnel)** | | | | | |
| Indicator 2.2.1: Number of qualified trainers who have passed the training-of-trainer program and are working for training providers | Number of qualified trainers working for training providers passing the training-of-trainer program (TOT coaching for pilot WW and W trainers holding ABC credentials. 1 WW/AWC; 2 W/ Miyahuna) | • Gender: 12 M / 4 F<br>• WTP: 11<br>• WWTP: 5 | 2-5 | TBD by BOC | 5 Certified WW Trainer<br>11 Certified Water Trainers |

| Table 1.3: OMT Project Performance Monitoring Plan - Targets and Results – Component 3 | | | | | |
|---|---|---|---|---|---|
| **Milestone and Performance/ Impact Indicator** | **Definition** | **Disaggregation** | **Year** | **Target** | **Results** |
| **PIR 3: Water Sector Training Strengthened by Operating on Sustainable Commercial Principles** | | | | | |
| Indicator 3.1: Revenue collected by the Regional Training Marketer (RTM) | Total amount of certification-related training fees collected by RTM stated as percentage of actual operating costs (Preliminary financial analysis including fee structure completed in Quarter 10.) | • WTP<br>• WWTP | 3, 4, 5 | TBD by BOC | |
| Indicator 3.2: Revenue collected by certification body | Total amount of certification fees collected by certification body stated as percentage of actual operating costs (Preliminary financial analysis including fee structure completed in Quarter 10.) | • WTP<br>• WWTP | 3, 4, 5 | TBD by BOC | |
| **KRA 3.1: Expanded availability of high quality training programs** | | | | | |
| Indicator 3.1.1: Number of trainees completing certification training | Number of employees trained from Jordan and neighboring countries receiving certified O&M training in Jordan | Country: Jordan<br>• Gender 4 F / 65 M<br>• WTP: 39<br>• WWTP: 26 | 2 to 5 | TBD by BOC | See Annex C Participant Training Breakdown |
| Indicator 3.1.2: Number of certification courses offered | Number of certification-related courses provided to Jordanians and trainees from neighboring countries (Pilot training began in Quarter 6) | • Operator level<br>• WT<br>• WWT<br>• Jordan<br>• Country<br>• Provider | 2 to 5 | W T: 4<br>WWT: 4<br>WD: 2<br>WWC: 2<br>UM: 1 | Repeats of W & WW Pilots Level 1 Grandfathering Pilot W Level1 |
| **KRA 3.2: Institutional capability to respond to regional training demand enhanced** | | | | | |
| Milestone 3.2.1: Regional marketing organizational affiliations identified | Tentative commitment from ACWUA (with support from Al Balqa' Applied University) to assume regional marketing role. | N.A. | 2 | Agreement Documented | Pending |
| Milestone 3.2.2: Marketing Organizations established | MOU with Al Balqa' Applied University amended to include a marketing role. ACWUA Board of Directors to review participating with the marketing activities of the Jordan Operator Certification and Training Program. | N.A. | 3-4 | MOU | Pending |

| Table 1.4: OMT Project Performance Monitoring Plan - Targets and Result – Component 4 | | | | | |
|---|---|---|---|---|---|
| **Milestone and Performance/ Impact Indicator** | **Definition** | **Disaggregation** | **Year** | **Target** | **Results** |
| **PIR 4: Water and Wastewater Treatment Facilities Performance Enhanced** | | | | | |
| **KRA 4.1: Institutional and sectoral capacities to measure training impacts improved** | | | | | |
| Milestone 4.1.1: Certification Program Performance Management System (PMS)/Training Impact Assessment (TIA) established | A monitoring, evaluation and follow-up system to collect and analyze field data for indicators that measure O&M performance improvements attributable to certification training.<br><br>Initial baseline performance indicators; questionnaires and interviews implemented for:<br><br>WW/L1 AWC/OMT TIA - Report 1;<br>W/L1 Zai Miyahuna/OMT TIA - Report 2 and<br>Six Month On-Job Follow-up/OMT TIA – Report 3. | • WTP<br>• WWTP | 3 to 5 | Submission | On-going<br><br>Detailed results available in TIA Reports 1 - 3 |
| **KRA 4.2: Operation and Maintenance at Water Treatment Facilities Improved** | | | | | |
| Indicator 4.2.1: O&M performance improved as demonstrated by specific quantifiable measures | A set of reliable transparent indicators to assess training impact on O&M performance. An initial set was implemented for WW/L1 AWC/OMT TIA - Report 1 and W/L1 Zai Miyahuna/OMT TIA - Report 2.<br><br>Comparative results for 2009 and 2010 demonstrating substantial performance improvement reported in TIA 3/Six Month Back On The job Follow-up | • WTP<br>• WWTP | 3 to 5 | TBD by BOC | On-going<br><br>Detailed results available in TIA Report 3 |

# SUMMARY OF PROJECT YEAR 1 THROUGH 3 ACTIVITIES (MAY 2008 – SEPTEMBER 2011)

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| Reporting | | | | |
| 1. Work Plan<br>2. PMP | | Year 1; Year 2; Year 3; Year 4<br>Year 1; Year 2; Year 3; Year 4 | Complete<br>Complete | 1. Submitted to USAID<br>2. Submitted to USAID |
| **I. Policy and Regulatory Environment Strengthened to Support Standardized Training and Certification (PIR 1)** | | | | |
| 1.1. | | 1. Knowledge/Application of Best Practices for Water/Wastewater O&M Increased (KRA 1.1) | Complete | 1. Collection of appropriate SOMPs was completed in Year 1. These are being used as the basis for the need-to-know assessment |
| | | 2. Assess standard O&M procedures | Complete | 2. A team of OMT engineers was engaged in collecting, evaluating and selecting SOMPs from US, international and Jordanian sources to serve as a basis for determining the 'need-to-know' criteria for water/wastewater operator training programs.<br><br>This activity has resulted in a comprehensive set of SOMP reference materials which will be made available to the Water Information Center/WAJ.<br><br>OMT drafted the SOMP protocol between USAID/OMT and GTZ/TRM for review and signature. GTZ has taken the responsibility to coordinate and conclude this agreement. |
| | | 3. Develop standard O&M procedures | Complete | As a result of finalizing water and wastewater curriculum outlines, a limited number of new SOMPs were identified for development based on technologies in use in Jordan. Analysis of training needs to design the W/WW curriculum outlines was completed |
| | | 4. Validate and approve standard O&M procedures | N/A | |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | 5. Analyze training needs from standard O&M procedures | Complete | |
| 1.2. | Improved Policies/Regulations Establishing Certification Requirements (KRA 1.2) | 1. Strategy Agreement* | Complete | 1.a OMT facilitated numerous meetings to focus attention and gather inputs from concerned project and donor representatives on specific certification policy issue. Results were documented in meeting reports. The reports will be used as a departure point for policy development activities planned for the coming quarter.<br><br>1.b In October 2008, OMT secured Dr. Rabab Al Tal to provide legal services and conduct a comprehensive review of the prevailing laws associated with the certification policy and program. |
| | | 2. Consolidate government structure for certification | Complete | 2. Significant effort was dedicated to identifying an accurate, appropriate institutional framework for the envisioned certification program roles and functions. A series of contacts was initiated with external stakeholders during the quarter as reported in the Major Meetings section above. Key among these has been the on-going sessions with the Ministry of Labour.<br><br>Illustration 1. Water/Wastewater Operator Certification Program – Institutional Framework presents the final organizational arrangements to consolidate the government structure for certification.<br><br>MOUs to obtain the commitment of the E-TVET Council/ Accreditation and Quality Assurance Center; Al Balqa' Applied University; and, ACWUA have been concluded. |
| | | 3. Design of certification scheme | Complete | 3. The final version of the Policy Framework for the Certification of Operators in the Water Sector was completed in March 2009. This document includes the |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | | | design of the certification scheme. |
| | | 4. Develop certification policy document for approval | Complete | 4. The final/pilot version of the Policy Framework for the Certification of Operators in the Water Sector was submitted to the E-TVET Council and the Accreditation and Quality Assurance Center (AQAC) for review and comment. In Quarter 5, the E-TVET Council/Minister of Labour formally agreed to partner with OMT and the W/WW operator certification program.<br><br>During Quarter 6, numerous meetings were held with AQAC covering the policy framework, creation of the board, and, the AQAC regulation.<br><br>Agreement from the AQAC to use the policy framework on a pilot basis was received in Quarter 7.<br><br>Discussion continued with the AQAC in Quarter 8 focusing on the sections of the policy framework concerned with establishment of the BOC. In March 2010, the AQAC approved the establishment of the Water/Wastewater Services Sector Team to act as the BOC on an interim basis.<br><br>The WWSST began meeting in Quarter 8. Review of the policy is a top priority. In Year 3, the policy will be revised as required and submitted to the AQAC for approval. This approval will constitute the accreditation of the W/WW Operator Certification Program.<br><br>In Quarter 11, the Policy Framework for the Certification of Operators in the Water Sector was presented to the WWSST. The policy was thoroughly explained by OMT and discussed with the WWSST. OMT was informed in |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | | | writing by the WWSST that the policy will be further reviewed and comments will be provided when available.<br><br>Review continued in Quarter 12, and in Quarter 13, the Policy Framework for the Certification of Operators in the Water Sector was approved by the WWSST and based on direction received at a meeting in May with the Minister of Labour, in June the policy was submitted to the E-TVET Council where it was also approved for implementation.<br><br>In Quarter 13, the Secretary General/WAJ issued a sector-wide instruction making compliance with the requirements of the Jordan Water Operators Certification Program mandatory for all treatment and networks operators.<br><br>Development of procedures related to the policy is underway for WWSST review, approval and implementation. |
| 1.3 | Capacity of Local Institutions Involved in Certification Program Strengthened (KRA 1.3) | 1. Identification of an organization to serve as Certification Body and training of employees involved in O&M training. | Complete | 1. As shown in Illustration 1, the new Accreditation and Quality Assurance Center (AQAC) being created under the reform of the Ministry of Labour has been secured as the Certification Body with authority to issue certificates for the W/WW Operator Certification Program.<br><br>An MOU to designate the Center as the certification body within the institutional framework was signed in Quarter 5 by the E-TVET Council/Minister of Labour. |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | 2. Build capacity of the Water/Wastewater Services Sector Team (W/WWSST) serving as interim Board of Certification (BOC). | Underway | 2. At the first OMT steering committee meeting in August 2008, it was agreed that the committee would serve as the BOC until a formal board could be established. This approach will allowed decision-making for the certification scheme and policy to proceed without undue complication.<br><br>The draft Policy Framework for the Certification of Operators in the Water Sector includes the composition of the Board. When the policy framework is approved by the center, the Board will be officially established in accordance with the final composition.<br><br>During Quarters 6 and 7, OMT developed an extensive 2-year Capacity Building Action Plan (CBAP) covering the needs of all key institutional partners. CBAP implementation is underway with current emphasis on defining the roles and responsibilities of each partner institution. During Quarter 7, in October 2009, OMT successfully conducted an Observational Study Tour (OST) to Delaware, USA for representatives from institutional partners to familiarize them with a fully functioning certification and training program. A combined report of the DTCC activities and the OST was delivered to USAID.<br><br>In Quarter 7, AQAC agreed to formation of a Water Group/Team to act as an interim board for the period of the pilot. Group members were identified in Quarter 8.<br><br>During Quarter 8, a financial analysis to determine the fee structure of the certification and training program was initiated.The analysis was based on the operating costs and the revenues required for sustainability |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | | | In March 2010, the AQAC approved the establishment of the Water/Wastewater Services Sector Team (WWSST) to act as the BOC on an interim basis.<br><br>On 19 May 2010, the WWSST was officially convened with a kick-off orientation attended by the Secretary General/Ministry of Labor. The team will meet again in July 2010 to select the team leader. The team agreed to and is meeting monthly.<br><br>The capacity building action plan for the WWSST was implemented in Quarter 9 and will extend for the full duration of the OMT project. Review of the draft policy will be initiated by the team in Quarter 10. The final policy document will be submitted to the AQAC for approval and associated accreditation.<br><br>In Quarter 11, the WWSST was introduced to the Policy Framework for the Certification of Operators in the Water Sector as well as the financial analysis to establish a fee structure for program sustainability.<br><br>Through Quarter 14 close coordination was maintained with the WWSST as documented in the Meetings section of this report. Roles and responsibilities of the partners and procedures supporting policy implementation remain central areas of discussion.<br><br>Coordination and planning with USAID for OST 2 to the Office of Water Programs/California State University at Sacramento and the ABC Conference in Tampa, Florida in January 2012 was underway. The joint WWSST/USAID paper proposed to ABC was accepted for presentation at the ABC Conference and OST logistics were finalized. As with OST 1, participants are |

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| | | | | representatives from the WWSST and its institutional partners. |
| | | 3. Build enforcement capacity. | Underway | 3. The legal review implemented as part of the policy formulation process determined that the W/WW Operator Certification Program will have enforcement and penalty authority derived from the following laws:<br>• Employment, Technical and Vocational Education and Training Council; Law No. 46 of 2008, Article 11; and<br>• Water Authority Law No. 18 of 1988 and its amendments.<br><br>The draft Policy Framework for the Certification of Operators in the Water Sector includes articles identifying enforcement authority to be detailed by procedures.<br><br>During Quarter 6, discussions were held with the AQAC regarding enforcement authority which is currently under that legal umbrella of the VTC. AQAC and VTC will determine which organization takes responsibility for the enforcement of certification in the water sector.<br><br>Enforcement of the certification mandate will be a major consideration with the newly formed W/WWSST and will be supported by the OMT capacity building program. In Quarter 11, the WWSST began review of the Policy Framework for the Certification of Operators in the Water Sector. The policy includes provisions for developing enforcement procedures.<br><br>In Quarter 13, the WAJ Secretary General issued a signed instruction making operator certification |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | | | mandatory throughout the water and wastewater sector in Jordan.<br><br>In Quarter 14, OMT intensified lobbying efforts with the MoL, MWI and private sector to obtain approval of the AQAC bylaw by the Office of the Prime Minister so that the Jordan program can be full accredited and empowered. These efforts will continue in Quarter 15. |
| | | 4. Apply for ISO 17024 certification. | Underway | 4. Measures have been taken in the design of the water/wastewater certification policy document to ensure that the program will comply with the ISO requirements. In Quarter 6, OMT coordinated with the ISO specialist at Chemonics headquarters in Washington, DC.<br><br>As part of the capacity building action plan, OMT will encourage the AQAC to adopt ISO 17024 as the standard for awarding accreditation to certification programs in Jordan.<br><br>In Quarter 12 with new resources available from the OMT amendment, Dr. Dr. Ziad Abu Hammateh was hired to fill the local ISO Specialist position.<br><br>In Quarter 13, Dr. Ziad presented a summary of ISO 17024 for the AQAC and the WWSST with the intention of encouraging them to adopt the ISO criteria as the basis for certification in Jordan and to actively pursue ISO certification of the Jordan/MENA Water Operators Certification Program. Discussions on adopting ISO 17024 as the standard to be used by AQAC for all certification programs in Jordan continued throughout the quarter and additional presentations by Dr. Ziad were also requested. |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
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| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | | | Development of draft documentation required to apply for ISO 17024 certification is underway. In Quarter 14, OMT was able to secure support from ABC in preparing for ISO 17024 certification. ABC is make similar application and will share what they have learned regarding ISO 17024 with participants at the ABC Conference/Jan 2012 during OST2. |

## Illustration 1 - Water/Wastewater Operator Certification Program - Institutional Framework

***Structure***

| Organization | Function |
|---|---|
| **1 Accreditation and Quality Assurance Center (AQAC)** (MoL)<br>Sectors<br>W/WW Building Trades Energy Other | **1 Certification Body**<br>-- Accreditation - Criteria (ISO; ABC), Assessment, Award<br>-- Certification - Issue Operator Certificates<br>-- Quality Assurance - Evaluation of Materials/Tests; Inspection of Practices |
| **2 W/WW Sector Board of Certification**<br>Water/Wastewater Services Sector Team (W/WWSST)/E-TVET Council | **2 Certification Program Design** (in accordance with Accreditation Criteria)<br>-- Program Scheme, Policies, Standards (Tests & Course Content)<br>-- Regulations, Operating Instructions<br>-- Affiliations - ABC; IWA |
| **3 Program Administrator - Al Balqa' Applied University**<br>OMT Project acting as Program Administrator for pilot training | **3 Program Administration**<br>-- Day-to-Day Management<br>-- Local Program Marketing - Jordan W/WW Sector<br>-- Liaise with RTM<br>-- Management Information System - Training Administration<br>-- Plan Course and Test Development and Scheduling<br>-- Finance - Accounting, Fees collection, Reporting<br>-- Contracting - Training Providers<br>-- Quality Assurance - Testing (Fairness, Validity, Reliability), Courses, Instruction |
| **4 Local Training Providers/Pilot: Aqaba & Miyahuna Water Companies**<br>-- Private Companies: Miyahuna, AWC, Yarmouk; Engineering and Training firms<br>-- Universities<br>-- Public Institutions: WAJ, VTC, RSS, Other<br>-- Associations: JEA/ETC, Other<br>Those providers meeting specific criteria will be certified to offer training. | **4 Program Support Services**<br>-- Course Development and Revision<br>-- Test Development, Statistical Analysis<br>-- Training of Trainers; Training of Training Specialists<br>**Program Implementation** (Separation of Instruction and Testing)<br>-- Conduct Instruction<br>-- Test Administration |
| **5 Regional Training Marketer - Arab Countries Water Utility Association (ACWUA); Al Balqa Applied University (BAU)** | **5 Certification Program Awareness, Promotion, Marketing, Planning**<br>-- Arabic Language Countries<br>-- Liaise among Program Administrator, Training Providers, Training Requestors |

## Table 2: Summary of Project Year 1 Activities through Quarter 7 (October 2009 – December 2009)

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| **II. Quality of Training Provided for O&M of Water/Wastewater Facilities Optimized (PIR 2)** | | | | |
| 2.1 | Training Materials Improved to Reflect Best Practices & Certification Requirements (KRA 2.1) | 1. Assess existing training programs | Complete | 1. Electronic versions of training programs in Arabic were received from Chemonics and Engicon. A new series of ABC-recommended water treatment certification training materials was added to the OMT reference library.<br><br>Extensive coordination efforts have been undertaken with USAID projects in Egypt to acquire CSUS manuals translated to Arabic in the 1990s. In Quarter 5, it was confirmed that the materials had been located and copies would be sent to OMT. Upon receipt of these materials, they will be assessed for the relevance of their content and utilized accordingly in test and course development. |
| | | 2. Design certification curricula. | Complete | 2. In February 2009 DTCC led workshops of local W/WW subject matter experts in the adaptation of the DTCC program for use in Jordan. The resulting W/WW curriculum outlines were further reviewed by Dr. Ken Kerri in March 2009. These draft outlines contain course objectives, content and durations for all levels of both the water and wastewater certification training programs. In Quarter 5, the WW curriculum outline was finalized; the W outline was finalized in Quarter 6.<br><br>In June 2011/Quarter 13, brainstorming sessions were conducted to determine training needs for the new Utility Manager training and certification program added to OMT under the Amendment. The related curriculum outline was completed in Quarter 14.<br><br>In Quarter 13, Steve Rohm/DTCC conducted two workshops to design the Water Distribution and Wastewater Collection Operator curriculum outlines |

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|---|---|---|---|---|
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| | | | | which were finalized in Quarter 14 allowing development to begin on schedule in Quarter 15.<br>In Quarter 14, Steve Rohm/DTCC conducted one workshops to design the Utility Management – Levele 1 – Supervisory Level curriculum outlines which were finalized in Quarter 14 allowing development to begin on schedule in Quarter 15. |
| | | 3. Develop Master Training Plan (MTP). | Complete | 3. Debbie Horton developed the original MTP in Quarter 6 based on the final W/WW Curriculum Outlines. The MTP contains development, pilot implementation and roll-out schedules supporting the curriculum outlines. In Quarter 7 the MTP was updated to reflect actual implementation.<br><br>In Quarter 13, Ms. Horton and the OMT team updated the MTP to reflect new programs added to OMT based on the Amendment. The MTP also shows the scheduled roll-out of training to be conducted by the WWSST with OMT support.<br><br>OMT restarted training in September 2011/Quarter 14 after a break for coordination, Ramadan and associated holidays. Training is being conducted in all 3 Jordanian Water Companies and WAJ.<br><br>The MTP will be updated again in Quarter 15 to reflect the planned increase in repeat trainings and the implementation of new pilots. |
| | | 4. Develop certification training materials. | Underway | 4. In Quarter 9, Wastewater Level 1 (WW/L1) trainee, trainer and visual aids were completed in accordance with established OMT standards and templates for pilot testing at the Aqaba Water Company (AWC). In Quarter 10, based on the results of the pilot, the materials were |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
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| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | | | revised. WW/L1 Edition 1 will be submitted to the WWSST for national roll-out in Year 3.<br><br>In Quarter 11, development of Water Level 1 (W/L1) course was completed for pilot training at the Amman Water Company/Miyahuna in Quarter 12. WW/L1 was also completed for submission.<br><br>In Quarter 12, W/L1 was completed and piloted at Zai treatment plant. In addition WW/L2 and W/2 were drafted.<br><br>In Quarter 14, pilot versions of courses for all four levels of both water and wastewater treatment were in completed.<br><br>Development of Water Distribution and Wastewater Collection will commence on schedule in Quarter 15 based on curriculum outlines finalized in Quarter 14. Development of Utility management – Supervisory Level 1 will commence on schedule in Quarter 15 based on curriculum outlines finalized in Quarter 14. |
| | | 5. Develop certification tests | Underway | 5. In Quarter 10, Wastewater Level 1 (WW/L1) tests were finalized in accordance with established OMT standards incorporating results of the Aqaba Water Company (AWC) pilot. In Year 3, the final WW/L1 tests will be submitted to the WWSST for national roll-out.<br><br>In Quarter 11, development of Water Level 1 (W/L1) tests was completed for pilot use at the Amman Water Company/Miyahuna in Quarter 12.<br><br>In Quarter 12, tests for W/L1 were completed and piloted at Zai treatment plant. In addition test for WW/L2 |

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| | | | | and W/2 were drafted.<br><br>In Quarter 14, pilot versions of tests for all fours levels of both water and wastewater treatment were completed. |
| | | 6. Deliver certification pilot program. | Underway | 6. As part of the preparation for the WW/L1 pilot, an orientation for AWC management and trainees was conducted in April 2010 to familiarize personnel with the program and set the pilot training schedule.<br><br>Pilot instruction began in May 2010 for 15 AWC staff and was completed in early July 2010. Dr. Ziad Abu Hammateh/BAU administered, graded, reported and analyzed the test results.<br><br>In Quarter 11, the W/L1 pilot orientation for Miyahuna and Zai managers was completed. Instruction for Zai/Miyahuna operators was conducted in Quarter 12.<br><br>In September 2011/Quarter 14, repeat trainings of Water and Wastewater Treatment Level 1 were conducted to build up an adequate number of operators to implement W and WW/L1.<br><br>In September 2011/Quarter 14, the first Grandfathering Training for Water Treatment Level 1 was conducted for the Water Authority Jordan (WAJ)<br><br>Pilots are planned for WW/L2 and W/L1 in Quarter 15. |
| | | 7. Evaluate and revise pilot certification tests and training courses | Underway | 7. In Quarter 6, procedures and forms were finalized to collect trainee, trainer and evaluator feedback for use in course revision. In Quarter 8, pre/post-training performance indicators, surveys and interviews were |

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| | | | | prepared to collect baseline data for the WW/1 pilot. In Quarter 9, these evaluation and impact assessment procedures and forms were also piloted at the WW/L1 training at the AWC.(See Training Impact Assessment Report 1)<br><br>In addition to feedback from, trainees, trainers, subject matter experts, developers, quality control observers and Al Balqa Applied University, input from a US-based Arabic speaking sanitary engineer is being utilized to revise and finalize the training materials and tests.<br><br>In Quarter 11, based on the results of the WW/L1 pilot, the materials and tests were revised and WW/L1 Edition 1 and submitted to the WWSST for national roll-out in Year 3.The same process will be applied to W/L1.<br><br>In Quarter 13, Water Treatment Level 1 was completed based on the Zai pilot. Water and Wastewater Treatment Level 2 will be revised based on pilots planned for Quarter 15. |
| | | 8. Initiate formal certification program | Underway | 8. As part of the Capacity Building Action Plan, the OMT project will assist the WWSST in the scheduling of the actual planned roll-out of the formal certification program in 2011. As training materials are piloted and finalized, they will be made available to the WWSST for implementation on a formal basis. The fee structure will also be implemented and legal certificates will be issued.<br><br>In Quarter 13, key approvals of the policy framework for the Water Operators Certification Program by the WWSST, E-TVET Council and AQAC and the issuance by WAJ of an instruction mandating certification moved |

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| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | | | the program closer to attaining formal status. This status will result when AQAC is empowered under its by-law to accredit the program and issue certificates.<br><br>In Quarter 14, OMT intensified lobbying efforts with the MoL, MWI and private sector to obtain approval of the AQAC bylaw by the Office of the Prime Minister so that the Jordan program can be full accredited and empowered. These efforts will continue in Quarter 15. |
| | | 9. Restart the ABC/US-based Certification Testing and Training | Underway | In May 2011, Barry Hess, USAID and the OMT team made all of the necessary arrangements to restart the ABC program for operators who were already enrolled under earlier USAID projects. In addition, a number of candidates were identified to join the ABC program based on the results of screening which will include English testing by AMIDEAST and ABC pretesting. Candidates who make the required cut-offs will be enrolled. English testing was completed in June. Enrollment and related materials procurement was initiated in June for the operators who were previously in the program.<br><br>As of Quarter 14, 30 trainees were enrolled in the ABC program. In addition, reference sets of CSUS operator training manuals were procured from the US and delivered to sites throughout Jordan. |
| 2.2 | Training Skills of Trainers Improved (KRA 2.2) | 1. Select local trainers | Complete | The Miyahuna and the Aqaba Water Company (AWC) already have a pool of ABC-certified operators who are being used as the initial group to receive TOT.<br><br>In November 2008, contact was established with the National Institute for Training of Trainers. The formal TOT program will be developed and delivered |

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| | | | | periodically by OMT for potential W/WW trainers.<br><br>In Quarter 13, operator candidates were selected for the formal TOT program intended to qualify Jordanian operators as trainers of certification courses. |
| | | 2. Develop TOT program | Complete | In April 2010, in preparation for the WW/L1 and W/L1 pilots, OMT developed TOT coaching materials.<br><br>In Quarter 11, Deb Horton developed a set of TOT materials to complement the ISD Training Specialist package that she developed earlier.<br><br>In Quarter 13, Ms. Horton finalized these materials for pilot instruction.<br><br>In Quarter 15, OMT will offer another round of TOT for new trainer candidates. |
| | | 3. Pilot TOT training delivery | Complete | In May 2010, the pilot round of TOT coaching was conducted for an AWC and a Miyahuna trainer.<br><br>In Quarter 13, a formal and complete TOT training was conducted by Deb Horton. 12 participants (2 female and 10 male engineers) successfully completed the TOT training. |
| | | 4. Evaluate and revise TOT materials and methods | Complete | In Quarter 13, the TOT training materials were revised and finalized based on the pilot instruction. |
| | | 5. Support sustainability of TOT program | | In coordination with the WWSST and as required, OMT will organize additional TOT trainings to be conducted by local certified Jordanian trainers (those having both operator certification and the OMT TOT program). |

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| | | 6. Strengthen regional training centers | | |
| 2.3 | Training Skills of Training Specialists Improved (KRA 2.2) | 1. Select local Training Specialists | Complete | 1. Criteria for assessing local training specialists were drafted to be shared with the AQAC. |
| | | 2. Deliver Training Specialist program | Complete | 2. In Quarter 6, Debbie Horton conducted a tailored Training Specialists course to qualify Jordanian Subject Matter Experts (SME) to apply instructional systems design (ISD) principles in the development of operator certification courses. Also during Quarter 6, DTCC conducted a workshop on evaluation, test preparation, and analysis for the same group of potential Training Specialists. (see Annex D – Participant Training Report) |
| | | 3. Sample training course/test development<br>4. Evaluate and revise Training Specialist materials and methods<br>5. Evaluate Training Specialists<br>6. Support sustainability of course development<br>7. Strengthen regional training centers | | Qualified developers have been identified and have completed the ISD course and/or related coaching.<br><br>A second round of the ISD course is planned for Quarter 15. When finalized, these materials will be submitted to the WWSST for their use in training additional developers. |

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| **III. Water Training Sector Strengthened to Operate on Commercial Principles (PIR 3)** | | | | |
| 3.1 | Expanded Availability of High Quality Training Program (KRA 3.1) | 1. Assess market demand and supply | Complete | 1. Baseline data collection was concluded in Year 1. The OMT Project now has adequate data to classify W/WW facilities and project training demand in Jordan based on personnel data. |
| | | 2. Assist training providers in the development of marketing plans. | Underway | 2. OMT developed a draft plan for conducting market surveys via ACWUA and shared with the ACWUA capacity building committee at the ACWUA conference in Alexandria, Egypt in November 2008.<br><br>By default, Miyahuna and AWC will be the first training providers qualified to offer training services as their certified operators will be the first to complete the OMT TOT program.<br><br>In Year 2, efforts were initiated to identify and define a marketing data collection strategy and to develop data collection forms to be used by ACWUA members and countries such as: Egypt, West Bank/Gaza, Iraq, Morocco, Lebanon and Yemen where USAID has active water programs. Development was initiated in Quarter 7 with implementation starting at the ACWUA conference in Morocco in Quarter 8/January 2010.<br><br>In Quarter 8, OMT met with USAID to rethink the current marketing approach and formulate a strategy more appropriate to the actual conditions on the ground. It was determined that Al Balqa' Applied University could take a role in market research and business planning while ACWUA would promote the Jordan program to its members. A revised Component 3 scope reflecting the new strategy was included in the proposed amendment to the OMT project. In Quarter 9, OMT implemented this approach to the extent possible with current resources. |

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| | | | | Component 3 will be updated again when resources are finalized.<br><br>In Quarter 9, forms were developed for use in collecting training needs assessment data from countries such as: Iraq, Egypt, West Bank/Gaza, Lebanon, Morocco, and Yemen where USAID has active water programs and from ACWUA member countries. These forms were given to ACWUA for review.<br><br>In Quarter 11, the training needs assessment data collection forms were shared with the ACWUA Capacity Building Working Group at the Arab Water Week conference. It was agreed that changes would be incorporated and an Arabic version would be ready for ACWUA use and distribution in Quarter 12.<br><br>Changes to the survey form were accomplished in Quarter 12. Owing to the current situation with ACWUA, the data collection will be incorporated in the plans for direct marketing "Road Shows".<br><br>In Quarter 13, the first direct marketing trip was planned for the West Bank, Palestine. This planning was coordinated with USAID/WB with the trip expected in July 2011/Quarter 14. A Generic regional marketing presentation was also finalized for WB use.<br><br>In Quarter 13, the OMT COP and Dr. Aiman Bani Hani/ USAID COTR presented the Jordan Water Operators Certification Program to the Afghan Ambassador who showed interest in replicating the program and looked forward to future cooperation. |

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| | | | | OMT had a meeting with the Minister of Labor with regards to the Policy and the By-Law approval for the ACAQ Center.<br><br>Abdelrahman Omari/ WWSST presented the Jordan Water Operators Certification Program to 58 WAJ staff as an orientation for the implementation of the program at WAJ.<br><br>Also in Quarter 13, OMT made a presentation of the Jordan Water Operators Certification Program to a UNDP group in Amman representing Iraq. USAID arranged this meeting which gave OMT the opportunity to explore the possibilities of offering training for the Iraq market. The OMT message was well received and follow-up coordination proceeded in Quarter 14.<br><br>Another meeting with the Afghan Embassy was conducted where OMT presented the Jordan Certification Program and the message was well received and the Afghani showed interest in sending some trainees to Jordan to be enrolled in the Program. The OMT message was well received and follow-up coordination proceeded in Quarter 14.<br><br>OMT also was invited to participate in the International Youth Day (IYD) organized by USAID Jordan where more than ten universities participated. OMT promoted the Jordan Water Certification Program with around 200 students from different specializations visiting the Jordan Water Certification Program booth.<br><br>In Quarter 14, OMT conducted its first direct marketing visits to USAID-WBG in Tel Aviv, the Palestinian Water Authority and the Infrastructure needs program 2 in |

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| | | | | Ramallah. The INP2 project expressed interest in conducting training for up to 45 participants in water treatment and distribution. |
| 3.2 | Institutional Capability to Respond to Local and Regional Training Demand Enhanced (KRA 3.2) | 1. Identify appropriate organization affiliation for the RTM. | Complete | 1. OMT continued to take advantage of the opportunity to coordinate with Khaldon Khashman, Secretary General, Arab Countries Water Utilities Association (ACWUA). During Year 1, OMT had a series of meetings with Eng. Khaldon to investigate ACWUA assuming the RTM role. In March 2009, OMT was informed that the ACWUA Board has agreed 'in principle' with such a relationship which in light of limited interest being shown by ACWUA is being reconsidered with a final decision expected no later than Quarter 9.<br><br>OMT made a presentation at the ACWUA conference at the Dead Sea on 16 October 2008. OMT participated in the ACWUA/Alexandria event in November 2008.<br><br>In Quarter 8, Al Balqa' Applied University was added to the marketing team. BAU will participate in market research, marketing planning and business planning.<br><br>In Quarter 12, with resources made available by the OMT amendment, the project took the opportunity to unveil the Jordan/MENA Water Operators Certification Program at the IWA Efficient 2011 Conference in March at the Dead Sea. This involved presenting a paper, developing promotional materials and preparing and exhibition booth. |

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| | | 2. Establish RTM. | Underway | 2. Formal agreement in principle with ACWUA was concluded in Quarter 5. The extensive certification marketing and capacity building plan that was planned for ACWUA was put on-hold in Quarter 7 as ACWUA's interest and potential was being reassessed. In Quarter 8, Al Balqa' Applied University was added to the marketing team. OMT focused capacity building efforts on BAU in their role as Program Administrator and marketing support.<br><br>In Quarter 8, the entire approach to the marketing of the JOTCP was reviewed and reconfigured to ensure strict adherence to USAID regulations pertaining the expenditures for non-Jordanian participants. Component 3 was redirected toward direct marketing by OMT to key countries where USAID is active (Egypt, Iraq, Lebanon, West Bank/Gaza, Morocco).<br><br>ACWUA is maturing and is becoming more stable as a dependable organization as it hires qualified staff. Reliance on ACWUA as the RTM will be gradual. OMT will continue to coordinate with ACWUA and take full advantage of opportunities to market the certification and training program to ACWUA members.<br><br>In Quarter 12, the marketing and business plan was drafted for the Jordan/MENA Water Operators Certification Program.<br><br>In Quarter 13, the draft marketing and business plan was shared with USAID and the WWSST.<br><br>In July 2011/Quarter 14, OMT planned, coordinated and initiated direct marketing of the Jordan program in the West Bank with USAID, Palestinian water sector |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| | | | | representatives, and the USAID-funded INP2 infrastructure project. As a result, OMT is engaged in coordination with INP2 to plan training for 45 Palestinian operators to be enrolled in a special Water Distribution course in early 2012.<br><br>In Quarter 14, with curricula ready to be offered regionally and the promising outcome of the West Bank direct marketing efforts, OMT sought to finalize an MOU with ACWUA to further enable ACWUA to receive OMT capacity building inputs and effectively market regionally.<br><br>It is expected that capacity building will begin for ACWUA in Quarter 15. |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| **IV. Performance Impacts of Certification Program on O&M Demonstrated (PIR 4)** | | | | |
| 4.1 | Develop Performance Management Plan/Training Impact Assessment (KRA 4.1) | 1. Design Performance Management System (PMS) / Training Impact Assessment (TIA). | On-going | 1. Planning for the PMS was initiated in Quarter 7 with the development of a draft set of indicators to be applied at the Aqaba Wastewater Plant to determine the performance baseline against which the impact of certification training will be measured. These initial indicators will be augmented by questionnaires and interviews for trainees and their supervisors/managers.<br><br>In Quarter 8 and 9, the basic procedures and forms for the PMS – renamed the TIA – were developed for the AWC WW/L1 pilot. These instruments included an agreed set of quantitative performance indicators as well as qualitative pre and post-training survey and interview forms for use with trainees and their supervisors. (See TIA Report 1)<br><br>In Quarter 10, the TIA approach and initial procedures were piloted at the AWC foe WW/L1. Based on these results and the planned pilot application of W/L1, the TIA procedures will be further refined.<br><br>In Quarter 11, TIA Report 1 – WW/L1 including pre and post training data was completed. A presentation of the report took place in Quarter 12 and data was collected from the W/L1 pilot at Zai for analysis in TIA Report 2.<br><br>In Quarter 13, TIA Report 2 for Water Treatment level 1 (Zai) was completed and included recommendations for improvements to the PMS/AIT procedures.<br><br>In Quarter 14, the methodology for the six-month back on the job follow-up assessment was completed and applied at the AWC for WWL1. |

| Table 2: Summary of OMT Project Activities through Year 3/Quarter 14 (May 2008 – September 2011) | | | | |
|---|---|---|---|---|
| **Activities, Tasks and Work Plan Schedule** | | **Subtask/Descriptions** | **Status** | **Comments** |
| 4.2 | Design, Develop and Implement PMS/TIA Plan (KRA 4.2) | 1. Develop and Implement PMS/TIA | On-going | Development of the draft PMS including forms (indicators, survey questionnaires and interviews), procedures, reports and associated training was completed in Quarter 8 and piloted in Quarter 9 at the AWC in conjunction with WW/L1.<br><br>Based on the pilot, an improved set of similar forms was prepared for use with the Miyahuna W/L1 pilot in Quarter 12.<br><br>In Quarter 14, the methodology for the six-month back on the job follow-up assessment was completed and applied at the AWC for WWL1. |
| | | 2. Report Performance Impacts on O&M | | 2. A description of the PMS/TIA process and forms as well as initial findings of the AWC WW/L1 pilot were documented in Quarter 9 as TIA Report 1 Draft. The final report for WW/L1 was completed in Quarter 11 and reported in Quarter 12.<br><br>In Quarter 13, TIA Report 2 –W/L1 was completed.<br><br>In Quarter 14, TIA Report 3 for the six-month back on the job follow-up assessment was complete for AWC WWL1 and showed measureable O&M performance improvements attributable in part to the operator training. The Zai portion will be completed in Quarter 15. |
| 4.3 | Design, Develop and Implement PMS/KAP Survey (KRA 4.2) | 1. Design and Develop PMS/KAP Survey | On-going | 1. Planning for the KAP Survey was initiated in Quarter 14 and a preliminary KAP implementation plan including sample questionnaires was prepared for presentation in Quarter 15. |
| | | 2. Report KAP Survey Results | | |

# OMT PROJECT ADMINISTRATION SUMMARY - QUARTER 14

### OMT Contract Amendment – Mod 6

A modification (Mod 6) to the OMT contract was concluded with USAID in December 2010. This changes the contract ceiling from $4,945,691 to $7,413,582 with no change in the project completion date of September 2010. (See summary of modified scope below.)

### OMT Work Plan and PMP for Year 4

An interim OMT Work Plan–Year 4 was prepared in Quarter 12 to incorporate priority changes in scope and include newly identified staff resulting from the modification.

In May 2011, OMT formally submitted a fully revised OMT Work Plan–Year 4 reflecting the expanded scope as summarized below:

**Component 1 – Certification Policy, Institutional Strengthening and Capacity Building**

- Implement Capacity Building Action Plan (CBAP) for Institutional Partners & Program Procedures Manual
- Train institutional partners in certification systems – OST 2 to OWP/CSUS and ABC Tampa

**Component 2 – Training Development**

- Design, Develop, and Deliver certification curricula and tests:

  Water Treatment Operator (Levels 2 – 4);
  Wastewater Treatment Operator (Levels 2 – 4);
  Water Distribution Operator (Levels 1 and 2);
  Wastewater Collection Operator (Levels 1 and 2);
  Water/Wastewater Utility Management (Level 1); and,
  Test Development and Validation Procedures

- Develop Master Training Plan (MTP) and schedule
- Continue support for US certification: Zara Ma'in Water Plant; Aqaba Wastewater Plant

**Component 3 – Commercialization, Regional Marketing and Sustainability**

- Assess market demand and supply regionally
- Promote and market the new program locally
- Assist in the development of marketing plan
- Business Planning for Long-term Sustainability
- ACWUA Capacity Building to Support Operator Certification and Training

**Component 4 – Performance Impacts on Improved Operations and Maintenance**

- Design, Develop, and Implement a Performance Management System/Training Impact Assessment (TIA)
- Design, Develop, and Implement a Water and Wastewater Operator Certification Knowledge, Attitudes, Practices (KAP) Survey

### Staffing

During the past year, a number of changes were made to the staffing of both the OMT Field Office and the Home Office Project Management Unit as indicated in the OMT Project Organization chart below. Most notable, in January 2011, Mr. George Rizkallah took over as OMT Program Director/COP and Mr. Adi Najar was hired to fill the newly created Component 2 Leader position.

A cumulative OMT staffing summary is shown below. The organization chart that follows has been updated based on the expanded OMT scope of work and associated new field and home office staff assignments.

### *Long-Term Staffing – May 2008 through September 2011*

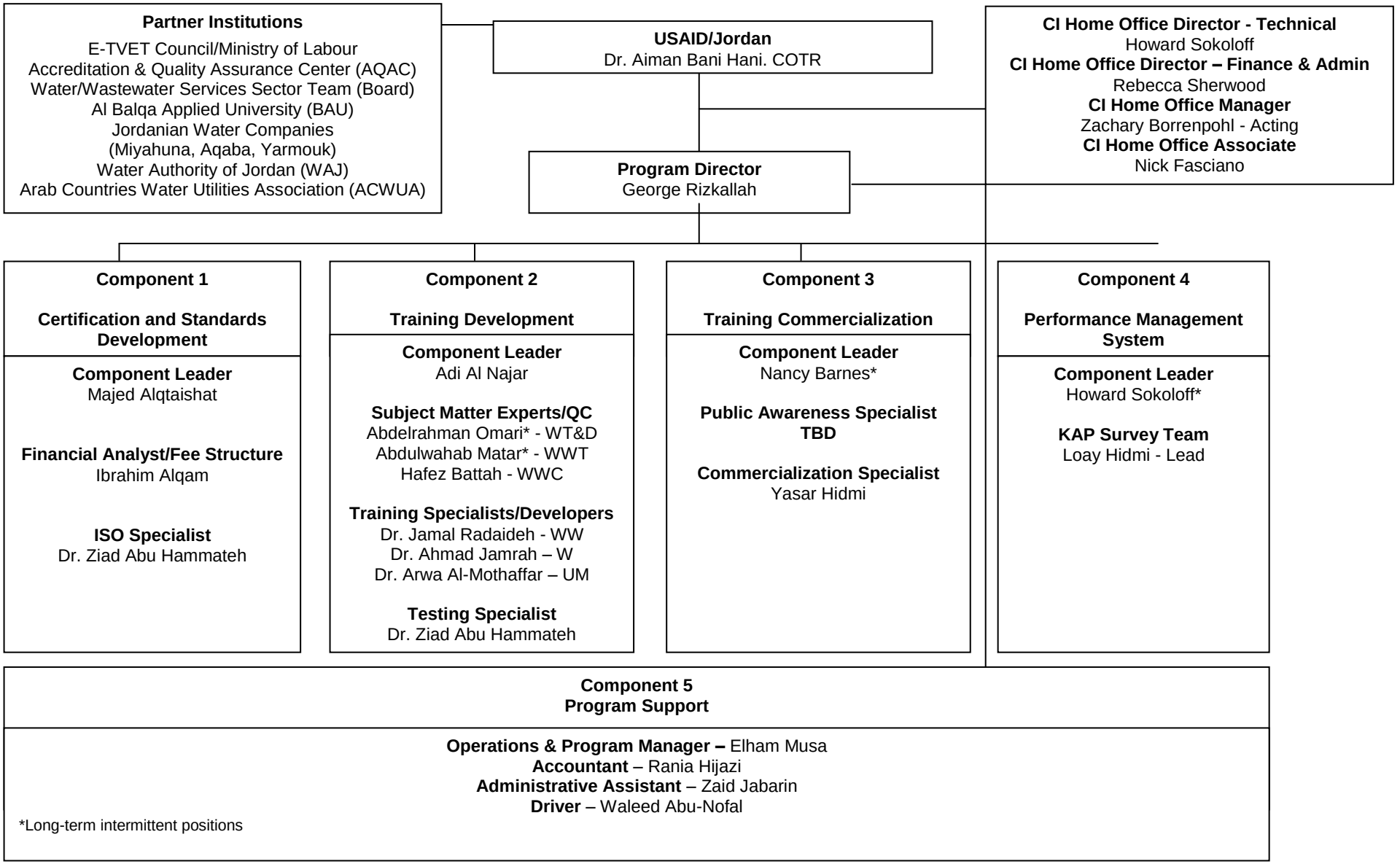
| Name | Job Title | Component | Firm | Employment Type | Start Date |
|---|---|---|---|---|---|
| Howard Sokoloff | Chief of Party / Program Director | 1. Certification Policy | Chemonics | Long-Term | June 13, 2008 |
| Rania Hijazi | Accountant | Program Support | Chemonics | Long-Term | June 15, 2008 |
| Elham Musa | Operations & Program Manager | Program Support | Chemonics | Long-Term | June 22, 2008 |
| Waleed Abu Nofal | Expediter/Driver | Program Support | Chemonics | Long-Term | July 1, 2008 |
| Zaid Jabarin | Administrative Assistant | Program Support | Chemonics | Long-Term | August 3, 2008 |
| Aiman Bani Hani | Senior Advisor | 1. Certification Policy; 2. Training Development | Engicon | Long-Term | July 13, 2008 |
| Husni Olama | Component 2 - Leader | 2. Training Development | Engicon | Long-Term | September 1, 2008 |
| Majed Qutaishat | Capacity Building Specialist | 1. Certification Policy | Engicon | Short-Term | June 1, 2009 |
| Rasheed Khrais | Administrative Assistant | Program Support | Chemonics | Long-Term | August 1, 2009 |
| Husni Olama | Program Director | Program Support | Engicon | Long-Term | September 1, 2009 |
| Majed Qutaishat | Component 1 Leader/ Capacity Building Specialist | 1. Certification Policy | Engicon | Long-Term | December 1, 2009 |
| Zaid Jabarin | Administrative Assistant | Program Support | Chemonics | Long-Term | March 21, 2010 |
| George Rizkallah | Program Director | Program Support | Engicon | Long-Term | January 17, 2011 |
| Adi Al-Najjar | Component 2 Leader | 2. Training Development | Engicon | Long-Term | January 23, 2011 |

### *Short-Term Staffing – May 2008 through September 2011*

| Name | Component | Tasks | Firm | Arrival Date | Departure Date |
|---|---|---|---|---|---|
| Luanne Napoli | Program Support | OMT Project Start-up | Chemonics | May 10, 2008 | June 20, 2008 |
| Howard Sokoloff | Program Management | OMT Project Start-up | Chemonics | May 13, 2008 | May 24, 2008 |
| John Shin | Program Support | OMT Project Finance System | Chemonics | June 21, 2008 | June 27, 2008 |
| Rami Khyami | Program Support | OMT Project Finance System | Chemonics | June 21, 2008 | June 27, 2008 |
| Alec Worsnop | Program Support | OMT Project Work Plan - Year 1; OMT Project Quarterly Report 1 | Chemonics | July 26, 2008 | August 8, 2008 |
| Ghaleb Akari | 1. Certification Policy | Certification and Standards Development | Chemonics | November 2, 2008 | December 15, 2008 |
| Carla Stone | 1. Certification Policy | Certification and Standards Development | DTCC | November 8, 2008 | November 22, 2008 |
| Jerry Williams | 1. Certification Policy | Certification and Standards Development | DTCC | November 8, 2008 | November 22, 2008 |
| Osama Amad | 1. Certification Policy | Certification and Standards Development | Chemonics | November 9, 2008 | November 21, 2008 |
| Jerry Williams | 2. Training Development | Certification Training Curriculum Outlines | DTCC | February 7, 2009 | February 22, 2009 |
| Stephen Rohm | 2. Training Development | Certification Training Curriculum Outlines | DTCC | February 7, 2009 | February 22, 2009 |
| Kenneth Kerri | 1. Certification Policy; 2. Training Development | Review: Certification Policy; Curriculum Outlines | Chemonics | February 19, 2009 | March 5, 2009 |
| Nancy Barnes | 3. Training Commercialization | OMT Project Work Plan - Year 2 | CH2M Hill | March 16, 2009 | March 20, 2009 |
| Rami Khyami | Program Support | OMT Project Finance System | Chemonics | May 18, 2009 | May 28, 2009 |
| Deborah Horton | 1. Certification Policy 2. Training Development | Training Specialist Course | Chemonics | July 2, 2009 | July 22, 2009 |
| Stephen Rohm | 2. Training Development | Training Monitoring and Evaluation | DTCC | July 11, 2009 | July 20, 2009 |
| Kathleen Sheridan | Program Support | OMT Amendment | Chemonics | August 2, 2009 | August 11, 2009 |
| Howard Sokoloff | 1. Certification Policy | Presentation at ABC Conference | Chemonics | January 26, 2010 | January 27, 2010 |
| Osama Amad | 1. Certification Policy | Presentation at ABC Conference | Chemonics | January 26, 2010 | January 27, 2010 |
| Nancy Barnes | 3. Training Commercialization | Revised Component 3 strategy; Attend ACWUA Conference/Rabat | CH2M Hill | February 3, 2010 | February 12, 2010 |
| Deborah Horton | 2. Training Development | Sample Lesson Review | Chemonics | March 17, 2010 | March 30, 2010 |

| Name | Component | Tasks | Firm | Arrival Date | Departure Date |
|---|---|---|---|---|---|
| Howard Sokoloff | 4. Performance Impacts on Improved Operations and Maintenance | Aqaba Water Company – Pilot Workshop; Stakeholder briefings | Chemonics | March 28, 2010 | April 9, 2010 |
| Osama Amad | 2. Training Development | WW-Level 1 Review of Arabic training materials | Chemonics | June 1, 2010 | June 1, 2010 |
| Nancy Barnes | 3. Training Commercialization | Debrief on Cairo conference; Meeting with ACWUA re. marketing approach and training needs survey | CH2M Hill | August 1, 2010 | August 4, 2010 |
| Rami Khyami | Program Support | FACT check-in | Chemonics | August 21, 2010 | August 25, 2010 |
| Kenneth Kerri | 1. Certification Policy; 2. Training Development | ABC and IWA Conference inputs; Public Awareness outline | Chemonics | November 3, 2010 | December 31, 2010 |
| Deborah Horton | 2. Training Development | TOT Training Program Development | Chemonics | November 3, 2010 | December 31, 2010 |
| Nancy Barnes | 3. Training Commercialization | Arab Water Week Conference; Component 3 activities | CH2M Hill | December 4, 2010 | December 10, 2010 |
| Howard Sokoloff | 4. Performance Impacts on Improved Operations and Maintenance and Program Support | Workshop to finalize planning for implementation of amendment; TIA Report 1; USAID coordination; COP coaching | Chemonics | January 4, 2011 | January 9, 2011 |
| Zachary Borrenpohl | Program Support | Workshop to finalize planning for implementation of amendment; Subcontractor coordination; Staffing and Budgeting | Chemonics | January 4, 2011 | January 15, 2011 |
| Osama Amad | 2. Training Development | OMT Water Level 1 - Review | Chemonics | February 2011 | February 2011 |
| Nancy Barnes | 3. Training Commercialization | IWA Conference preparation; Marketing and Business Planning | CH2M Hill | February 11, 2011 | February 22, 2011 |
| Nancy Barnes | 3. Training Commercialization | IWA Conference preparation and participation; Marketing and Business Planning | CH2M Hill | March 11, 2011 | April 3, 2011 |
| Kenneth Kerri | 2. Training Development | IWA Conference preparation and participation; Utility Management brain-storming session | Chemonics | March 19, 2011 | April 4, 2011 |
| Howard Sokoloff | 4. Performance Impacts on Improved Operations and Maintenance | IWA Conference participation and support ; Work planning | Chemonics | Mar. 26, 2011 | April 3, 2011 |
| Zachary Borrenpohl | Program Support | IWA Conference participation and support ; Work planning and budgeting | Chemonics | Mar. 26, 2011 | April 3, 2011 |
| Barry Hess | 2. Training Development | Restart the original ABC Certification and Testing program | Chemonics | Apr. 5, 2011 | May 31, 2011 |
| Deborah Horton | 2. Training Development | Master Training Plan and Training of Trainers (TOT) | Chemonics | May 8, 2011 | May 25, 2011 |
| Stephen Rohm | 2. Training Development | Networks – Curriculum Design | DTCC | May 28, 2011 | June 11, 2011 |
| Stephen Rohm | 2. Training Development | Um – Curriculum Design | DTCC | July 9, 2011 | July 16, 2011 |
| Nancy Barnes | 3. Training Commercialization | INP 2 Trip | CH2M Hill | July 9, 2011 | July 21, 2011 |
| Deborah Horton | 2. Training Development | ISD training and MTP | Chemonics | October 9, 2011 | October 22, 2011 |

# OMT Project Organization



**OMT Communications**

Year 3 was very active for the OMT project. During the year OMT continued to document significant achievements in success stories included in quarterly progress reports. The success story included in Annex D of this report describes the national rollout of the high impact Jordan Water Operator Certification and Training Program engaging the three Jordanian Water Companies and WAJ.

Over the past year, OMT continued to actively promote Operator Certification by making associated presentations at the following conference:

- ACWUA – Arab Water Week, Jordan, December 2010;
- ABC Conference; Phoenix, Arizona, January 2011; and
- IWA – Specialist Group for Efficient Urban Water Management, March 2011 where in addition to the WWSST/Board Chairman presenting a paper describing the Jordan Water Operators Certification and Training Program, OMT also supported an exhibition booth to distribute promotional materials.

OMT continues to use regional water events to promote the Jordan program with participation planned for the following upcoming activities:

- ACWUA – Best Practices Conference, Egypt, December 2011; and
- ABC Conference; Tampa, Florida, January 2012 where Mr. Abdelrahman Omari/WWSST and Dr. Aiman Bani Hani/USAID-WRE will present a joint paper entitled: Certification Needs in the MENA Region and Development of Jordan's Utility Manager Certification Program. OMT OST 2 is also planned to coincide with the conference and will include a visit to OWP/CSUS.

In June 2011, OMT initiated coordination with USAID/Jordan for the posting of project documents to the USAID Development Experience Clearinghouse (DEC) as per the OMT contract. ALL relevant documents have been posted.

**Participant Training Report**

Annex C – Participant Training Report contains cumulative OMT training data through Quarter 14/September 2011.

**USAID/Egypt Projects Coordination**

During the past year, OMT continued to coordinate closely with the USAID/Egypt Water Policy and Regulatory Reform (WPRR) Project and the Water and Wastewater Sector Support (WWSS) Project.

OMT has shared the Jordan certification policy and curriculum outlines with these USAID projects that are striving to establish operator certification in Egypt.

OMT received a set of certification test questions from WPRR and a description of the WWSS leadership development program to be used as an input in determining the training needs for the Jordan Utility Manager training.

# ISSUES AND CHALLENGES

OMT did not encounter any serious issues during Year 3 that presented obstacles to overall progress. As the project enters its final year, there are some lingering institutional challenges that if not resolved will potentially jeopardize the sustainability of the nascent Jordan Water Operators Certification and Training Program. These challenges are not new. OMT has been actively and diligently pursuing resolution and will continue to lobbying efforts. As the next year proceeds, it is likely that OMT will request direct intervention by USAID on the matters discussed below.

Regulatory Progress – As emphasized in the Highlights section of this report, OMT has seen significant movement on the regulatory track marked by approvals of the Jordan Water Operators Certification Program policy framework by the WWSST and the E-TVET Council as well as the issuance on an instruction by WAJ making compliance with the policy mandatory.

The AQAC accreditation of the Jordan Water Operators Certification Program is the last critical milestone to be accomplished on the regulatory track. Without this accreditation, legally recognized Jordanian certificates cannot be issued to operators who meet the necessary criteria and pass the official tests. This accreditation is pending approval by the Legislative Council of the AQAC by-law submitted over a year ago. In order for OMT to facilitate the establishment of a formal and legal Jordan Water Operators Certification Program, the AQAC must be empowered to accredit the program. OMT will continue to lobby the E-TVET Council, Ministry of Labor and the Ministry of Water and Irrigation to support the approval of the AQAC by-law.

In Quarter 15, OMT will request further support from USAID if the AQAC by-law has still not been approved by the Legislative Council.

Regional Marketing Activities – Use of OMT funds for non-Jordanians - In Year 3, OMT began to gain measureable traction on Component 3 regional marketing especially regarding planning and coordination for direct marketing meetings and presentations in the West Bank. These meetings were conducted with various Palestinian water entities, the USAID-funded INP2 project and USAID with promising outcomes pointing to operator training to take place in Jordan in 2012.

With ACWUA's agreement-in-principle and pending authorization of an MOU with OMT (with WWSST/AQAC concurrence) by the ACWUA Board, ACWUA will assume responsibility for all regional marketing activities. In the coming year, OMT will provide capacity building to ACWUA to develop effective regional marketing functions and results.

The effectiveness of these activities is severely constrained by the inability of OMT to expend project funds that have been earmarked for use with Jordanian nationals only. This means that no OMT funds can be used to conduct workshops that include transportation, refreshments/meals, or lodging outside of Jordan. Furthermore, OMT cannot invite representatives from the region to Jordan at OMT expense to meet governmental counterparts, confer with the WWSST, discuss certification with utility managers, see the training and meet the trainers and trainees. It is difficult to expect substantial marketing results given this constraint.

These same constraints will also apply to ACWUA and have similar negative impacts on their ability to effectively market. In the coming year, OMT will pursue discussion of the following with USAID to seek agreement and solutions to marketing limitations:

- *ACWUA Direct Marketing Activities* - It is expected that ACWUA will be able to conduct OMT-funded direct marketing trips to member countries as was conducted by OMT to the West Bank recognizing that unless USAID regulation changes, ACWUA will have to abide by the same constraints regarding spending of Jordanian funds on non-Jordanians.

- *Regional USAID Mission Participation* - OMT will seek active USAID/Jordan support in encouraging USAID missions and projects in the West Bank, Iraq and Lebanon to fund local workshops and Jordan visits for their counterparts to coordinate with ACWUA, OMT and the WWSST in order to get Operator Certification started in each country.

- *Expenditure of USAID Funds on Non-Jordanians* - To grow the certification regionally and assure sustainability; OMT, ACWUA and the WWSST will also seek assistance from USAID to find creative ways to directly fund marketing so that OMT and partners are not constrained by the inability to spend project funds on non-Jordanian customers.

Regional Marketing Activities – Travel approvals and country clearances – In July 2011, OMT finalized arrangements with USAID for the planned West Bank direct marketing trips as previously agreed with USAID. The process for getting RSO approval for OMT contractor staff proved to be complex and time-consuming with USAID/Jordan and Jerusalem both helpful.

OMT has learned that complex arrangements are required for regional trips to the West Bank, Iraq and Lebanon will demand considerable lead time for planning and coordination. Based on the lessons learned from the West Bank experience, OMT will continue to request close coordination and planning support from USAID in Jordan and elsewhere to allow ample time for the necessary communications and arrangements associated with the regional promotion and marketing of the Jordan Water Operators Certification and Training Program. OMT will comply with all USAID rules and procedures to ensure that travel to these destinations is conducted in full accordance with USAID regulations.

# ANNEX A: OMT PROJECT KEY DELIVERABLES LIST & STATUS

| **Deliverable** | **Status**<br>Anticipated Delivery Year |
|---|---|
| *Expected Results as per SOW:* | |
| 1. Initiate a Certification Program | |
| Certification Scheme | Complete |
| Board of Certification established (W/WWSST) | Complete |
| Independent certification body established (E-TVET Council) | Complete |
| Regulation & Fees for certification services (draft) | On-going |
| Certification tests/exams (WW/L1; W/L1) | Underway |
| Recognized certificates | 4 |
| 2. Link Standard Operating Procedures | |
| SOPs collected | Complete |
| Procedure linking SOPs to training material | Complete |
| 3. Develop and present new courses | |
| New courses for certification levels:<br>Wastewater Treatment – Level 1 – 4<br>Water Treatment - Level 1 – 4<br>Wastewater Collection - Level 1, 2<br>Water Distribution – Level 1, 2<br>Utility Management 1 | Underway |
| Local training provider(s) capable to teach courses | Complete |
| Local training provider(s) capable to develop courses | Underway |
| 4. Improve training skills of local training providers | |
| TOT program producing qualified trainers | Complete |
| Criteria/procedures for developing new trainers without donor assistance | 3 - 4 |
| 5. Regional Training Marketer (RTM) | |
| RTM established | Complete |
| RTM self-sustaining | 4 - 5 |
| 6. Review of regulations for O&M of W/WW treatment infrastructure | |
| Policy requiring certification of treatment plant personnel | Complete |
| Policy negotiated with WAJ | Complete |
| Final accepted policy to Accreditation and Quality Assurance Center for approval | Complete |
| Regulation mandating certification approved | Complete |
| Implementation phase of certification is started | Underway |

*Specified Deliverables:*

| | |
|---|---|
| Work plan - Year 1 Detailed | Submitted |
| Work plan - Year 2 Detailed | Submitted |
| Work plan - Year 3 Detailed | Submitted |
| Work plan - Year 4 Interim | Submitted |
| Work plan - Year 4 Detailed | Submitted |
| Work plan - Year 5 Detailed | |
| | |
| Performance Monitoring Plan (PMP)/Year 1 | Submitted |
| Performance Monitoring Plan (PMP)/Year 2 | Submitted |
| Performance Monitoring Plan (PMP)/Year 3 | Submitted |
| Performance Monitoring Plan (PMP)/Year 4 Interim | Submitted |
| Performance Monitoring Plan (PMP)/Year 4 | Submitted |
| Performance Monitoring Plan (PMP)/Year 5 | |
| | |
| Communications Strategy (Branding) | Submitted |
| | |
| Observational Study Tour (OST) Report 1 | Submitted |
| Observational Study Tour (OST) Report 2 | |
| | |
| Participant Training Reports/Quarterly | Submitted |
| | |
| Progress Reports/Quarterly | Submitted |
| | |
| Annual Report - Year 1 | Submitted |
| Annual Report - Year 2 | Submitted |
| Annual Report - Year 3 | Oct. 2011 |
| Annual Report - Year 4 | |

Demobilization Plan – Year 5

Final Report – Year 5

## ANNEX B: Year 4/QUARTER 15 - Updated WORK PLAN

This annex will be updated to reflect any changes in the approved OMT Project Work Plan – Year 4.

| Tasks | O | N | D |
|---|---|---|---|
| **Project start-up** | | | |
| Draft work plan and PMP | | | |
| Finalize work plan and PMP with USAID input | | | |
| Develop communications, marking, and branding strategy with USAID input | | | |
| Establish Steering Committee | | | |
| **Component 1: Policy and regulatory environment strengthened to support standardized training and certification (PIR 1)** | | | |
| **Task 1.1: Knowledge/application of best practices for water/wastewater facilities O&M increased (KRA 1.1)** | | | |
| **1.1.1 Coordination meetings with GTZ TRM program partners *** | | | |
| **1.1.2 Assess standard O&M procedures (SOMP)*** | | | |
| Collect current baseline data for W/WW plants, staff, training | | | |
| Evaluate SOMPs/GTZ for coverage of W/WW plant requirements | | | |
| Determine SOMP gaps | | | |
| Collect set of internationally recognized SOMPs to fill gaps | | | |
| **1.1.3 Develop required standard O&M procedures** | | | |
| Develop limited number of SOMPs as required from gap analysis | | | |
| **1.1.4 Validate and approve standard O&M procedures** | | | |
| Validate new SOMPs developed by OMT in the field | | | |
| Approval of new SOMPs | | | |
| **1.1.5 Analyze training needs from SOMPs and Best Practices References** | | | |
| Collect and review existing Best Practices references | | | |
| Determine Body of Knowledge/need-to-know criteria from SOMPs and Best Practices | | | |
| **1.1.6 Disseminate SOMPs produced by GTZ/TRM and OMT*** | | | |
| Coordination on design standards for facility manuals, procedures, and vendor training programs* | | | |
| Coordination with Ministry and GTZ to disseminate SOMPs produced by GTZ/TRM and OMT | | | |
| **Task 1.2: Improved policies/regulations establishing certification requirements (KRA 1.2)** | | | |
| **1.2.1 Strategy agreement *** | | | |
| Identify stakeholders | | | |
| Establish Strategy Team incl. legal expertise and stakeholder representatives | | | |
| Develop Strategy and Engagement Approach with USAID input | | | |
| **1.2.2 Design certification scheme for Jordan** | | | |
| Review certification models - US and international | | | |
| Design certification scheme for Jordan; | | | |
| Conduct legal review | | | |
| **1.2.3 Develop certification policy document for Jordan** | | | |
| Draft policy document | | | |
| Present draft policy document to Steering Committee | | | |
| Present policy document to Center for Accreditation and Quality Assurance | | | |
| On-going policy revision and improvement as required | | | |

| | | | |
|---|---|---|---|
| **1.2.4 Consolidate institutional structure for certification based on policy** | | | |
| Identify independent Certification Body - Center for Accreditation and Quality Assurance | | | |
| Establish the W/WW Sector Board of Certification (BOC) & Advisory Committees | | | |
| Identify Program Administrator - Al-Balqa' Applied University | | | |
| Identify initial Training Providers - Miyahuna and Aqaba Water Companies (link to Component 2 - TOT) | | | |
| Identify Regional Training Marketer (RTM) - Al-Balqa' Applied University & ACWUA | | | |
| Enter into formal agreements with Program Administrator, Training Providers, RTM | | | |
| **Task 1.3: Capacity of local institutions involved in certification program strengthened (KRA 1.3)** | | | |
| **1.3.1 Develop and Implement Capacity Building Action Plan for Institutional Partners** | | | |
| Draft Capacity Building Action Plan for all institutional partners | | | |
| Implement Capacity Building Action Plan for all institutional partners | | | |
| Identify major certification systems/processes from policy document and certification standards | | | |
| Develop certification systems (application, security, admin, contracts, finance, QA/QC,, enforcement, etc.) | | | |
| Develop certification procedures, forms, databases, etc. | | | |
| Develop org charts, job descriptions, resources for certification partner activities | | | |
| Approve certification systems, processes, procedures, org charts, etc. | | | |
| Develop capacity building training program for partners | | | |
| Develop/Deliver Jordan Operator Certification and Training Program - Institutional Systems and Procedures Manual | | | |
| **1.3.2 Train institutional partners in certification systems** | | | |
| Conduct BOC workshops supporting policy, systems, program roll-out, enforcement | | | |
| Conduct OST - DTCC Certification Program Administration | | | |
| Conduct intensive capacity building training for Program Administrator | | | |
| Conduct Training Providers orientation conference and MOU (procedures; fees, etc.) | | | |
| Conduct intensive capacity building training for Regional Training Marketer - link to Component 3 | | | |
| Plan and Conduct OST 2 | | | |
| **1.3.3 Establish fee structure for sustainability** (link to Component 3) | | | |
| Conduct financial analysis to determine fee structure for sustainability | | | |
| Coordinate with partners to define needs and revenue streams | | | |
| Determine fee structure for sustainability (cover operating costs) | | | |
| Approve fee structure for sustainability | | | |
| Apply fee structure; collect revenues; report results | | | |
| **1.3.4 Obtain International Certifications: ISO 17024, ABC** | | | |
| Process to secure international certification(s) underway | | | |
| Certification process follow-up | | | |
| **Component 2: Quality of training provided for the operation and maintenance of water and waste water facilities optimized (PIR 2)** | | | |
| **Task 2.1: Training materials improved to reflect best practices and certification requirements (KRA 2.1)** | | | |
| **2.1.1 Assess existing training programs** | | | |
| Assess existing training materials | | | |

| | | | |
|---|---|---|---|
| Identify training materials needs and matches (link to need-to-know criteria) | | | |
| **2.1.2 Design certification curricula (based on need to know criteria)** | | | |
| Identify existing curricula | | | |
| Finalize Curricula/Course Outlines for each Certification Level - W & WW L 1 | | | |
| Conduct Design Workshop & Curriculum Outline: Water Distribution Operator (2 levels) | | | |
| Conduct Design Workshop & Curriculum Outline: Wastewater Collection Operator (2 levels) | | | |
| Conduct Design Workshop & Curriculum Outline: Utility Management (1 level) | | | |
| **2.1.3 Develop Master Training Plan & Schedule** | | | |
| Define training procedures and material formats (trainer, trainee, aids) | | | |
| Develop master training schedule - test and course development; pilot training; roll-out to plants | | | |
| Develop OMT Master Training Plan and Schedule - Part 2 (Amended Scope) | | | |
| Develop links to Component 4 - Monitoring and Evaluation | | | |
| **2.1.4/5 Develop certification training materials and tests** (as per Master Training Plan and Schedule) | | | |
| Select best existing training materials for adaptation and translation | | | |
| Develop training materials based on need to know criteria: | | | |
| Water Treatment Operator - Level 1 | | | |
| Wastewater Treatment Operator - Level 1 | | | |
| Management Orientation to Certification Program | | | |
| Develop Final Certification Curricula & Tests - Water Treatment Operator - Levels 2, 3, 4 | | | |
| Develop Final Certification Curricula & Tests - Wastewater Treatment Operator - Levels 2, 3, 4 | | | |
| Develop Final Certification Curricula & Tests - Water Distribution Operator - Levels 1, 2 & Management Orientation | | | |
| Develop Final Certification Curricula & Tests - Wastewater Collection Operator - Levels 1, 2 & Management Orientation | | | |
| Develop Final Certification Curricula & Tests - Utility Management - Level 1 & Management Orientation | | | |
| Develop Final Test Development and Validation Procedures | | | |
| Deliver English Language Reference Materials | | | |
| **2.1.5 Deliver Certification Pilots** | | | |
| Select initial certification level for pilot program (Level 1 materials will be piloted) | | | |
| Identify one water treatment plant and one wastewater treatment plant for the pilot (control groups) | | | |
| Conduct Management Orientation at pilot facilities (1 day) | | | |
| Select participants from a pilot water and a wastewater facility (control groups) | | | |
| Conduct pilot certification training courses by certified trainers (successful TOT graduates) | | | |
| Test pilot training participants | | | |
| **2.1.6 Evaluate and revise pilot certification training courses and tests** | | | |
| Collect and analyze feedback from trainees, trainers and training specialists (see Comp. 4 - M&E) | | | |
| Revise and finalize certification courses and tests | | | |
| Provide final materials to BOC for Roll-out (Plant-by-Plant) - Link to Capacity Building Plan | | | |

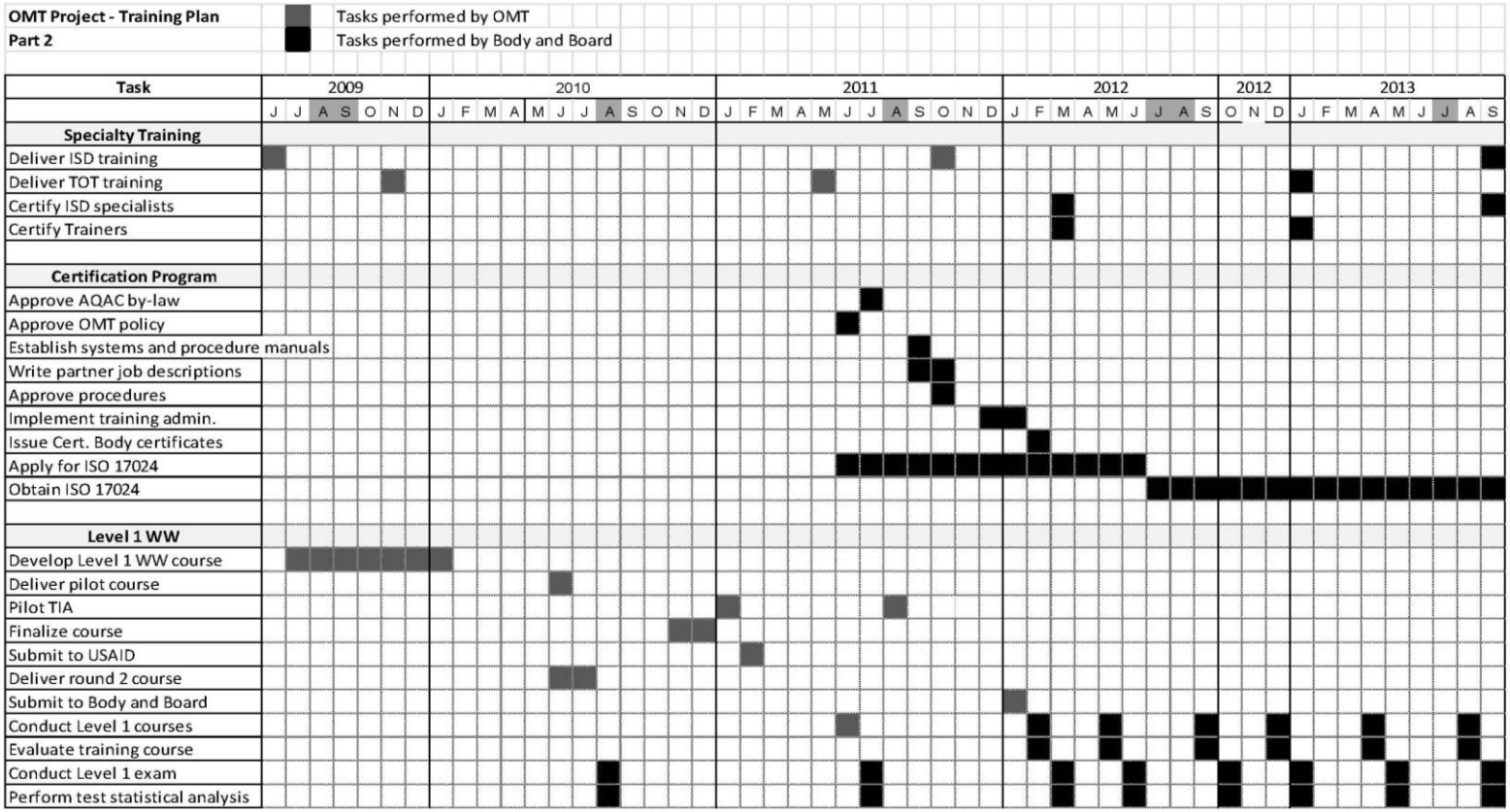
| | | | |
|---|---|---|---|
| **2.1.7 Initiate formal certification program** | | | |
| Regionally recognized certificate established | | | |
| Monitor the certification process - Link to Component 4 - M&E | | | |
| Assess, Report and Improve the certification process - Link to Component 4 - M&E | | | |
| **Task 2.2: Training skills of trainers improved (KRA 2.2)** | | | |
| **2.2.1 Select local trainers** | | | |
| Define criteria for selecting trainers for TOT program | | | |
| Call for candidates - Certified Operators from Miyahuna and Aqaba Water Company | | | |
| Select candidates for TOT program | | | |
| **2.2.2 Deliver TOT program** | | | |
| Prepare Methods of Instruction/Adult Learning TOT materials | | | |
| Conduct TOT courses and administer test | | | |
| **2.2.3 Pilot training delivery** | | | |
| Prepare lesson plans (by theTOT graduate trainers) | | | |
| Delivery of pilot training courses by selected trainers at pilot facilities | | | |
| **2.2.4 Evaluate and revise TOT materials and methods** | | | |
| Collect input and evaluate results from trainees, trainers and training specialists | | | |
| Revise materials and methods | | | |
| **2.2.5 Evaluate trainers** | | | |
| Design trainers evaluation criteria | | | |
| Evaluate trainers | | | |
| Certify trainers | | | |
| **Task 2.3: Training skills of Training Specialists improved (KRA 2.2)** | | | |
| **2.3.1 Select local Training Specialists** | | | |
| Define criteria for selecting trainers for Training Specialist program | | | |
| Call for candidates - Certified Operators from Miyahuna and Aqaba Water Company | | | |
| Select candidates for Training Specialist program | | | |
| **2.3.2 Deliver Training Specialist program** | | | |
| Prepare Training Specialist (ISD) materials | | | |
| Conduct Training Specialist courses | | | |
| **2.3.3 Sample training course/test development** | | | |
| Prepare sample training materials and tests questions | | | |
| **2.3.4 Evaluate and revise Training Specialist materials and methods** | | | |
| Collect input and evaluate results from trainers and training specialists | | | |
| Revise materials and methods | | | |
| **2.3.5 Evaluate training specialists** | | | |
| Design training specialist evaluation criteria | | | |
| Evaluate training specialists | | | |
| Certify training specialist | | | |
| **2.3.6 Support sustainability of TOT and Training Specialist programs** | | | |
| Document TOT and course/test development methodologies | | | |
| Conduct TOT and Training Specialist instructor program for selected certified trainers | | | |
| Oversee TOT and Training Specialist programs | | | |
| **2.3.7 Regional training centers strengthened** | | | |
| Assess equipment needs at Marka training center and commercialization | | | |
| Assess VTC centers capacity | | | |
| Create links with private sector vendors for equipment donations | | | |
| Oversee equipment installation | | | |

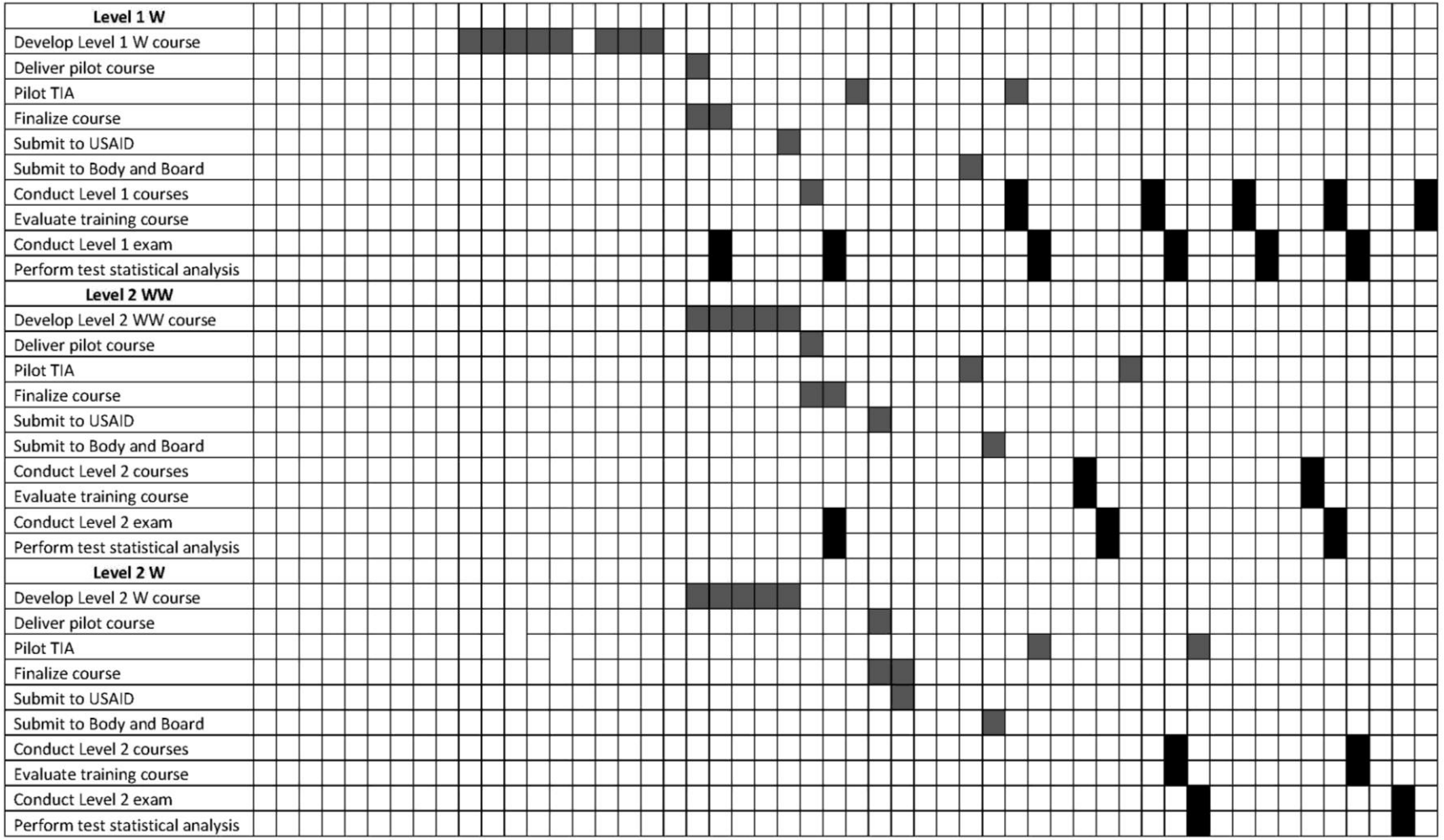
| | | | |
|---|---|---|---|
| **2.3.8 Support for Zara Ma'in WTP and Aqaba WWTP** | | | |
| Provide ABC/US Certification Training - Progress Reports | | | |
| TOT program and ISD Refresher Training | | | |
| **Component 3: Water training sector strengthened to operate on commercial principles (PIR 3)** | | | |
| **Task 3.1: Expanded availability of high quality training programs (KRA 3.1)** | | | |
| **3.1.1 a Promote Operator Certification and Jordanian Program** | | | |
| Plan for and support strategy session with USAID missions in the region to introduce operator certification and report | | | |
| Promotional activities at ACWUA and other regional events - Prepare, conduct and report | | | X |
| Encourage ACWUA to include Operator Certification programming in upcoming conferences - Prepare, conduct and report | | | |
| **3.1.2 Assess supply and demand of qualified operators, trainers and programs** | | | |
| Coordinate with BAU to develop content for market research effort | | | |
| Modify format and Excel model as the basis for the market research effort using input from December 2010 CBWG meeting | | | |
| Conduct the market research with each country and assemble results in Excel model | | | |
| Develop/Deliver Jordan Operator Certification and Training Market Research Report (BAU & ACWUA) | | | |
| **3.1.2a Develop Marketing Plan** | | | |
| Coordinate with BAU to determine the key aspects of the marketing plan | | | |
| **3.1.2b Promote and market new program locally** | | | |
| Develop/Deliver Jordan Operator Certification and Training Marketing Plan and Promotional Methods (BAU & ACWUA) | | | |
| Develop/Deliver Promotional Materials to include Awareness Brochure - "What is Operator Certification?" as well as posters, pamphlets, booth displays, short video, etc. | | | |
| **Task 3.2: Institutional capability for responding to local and regional training demand enhanced (KRA 3.2)** | | | |
| **3.2.1 Provide input and assistance to develop BAU business planning** | | | |
| Coordinate with BAU to determine the key aspects of the business plan | | | |
| Develop/Deliver Jordan Operator Certification and Training Business Plan (BAU; ACWUA) | | | |
| **3.2.2 Provide Capacity Building support to the ACWUA CBWG: Certification Capacity Building Program Development** | | | |
| Continue to participate in ACWUA and CBWG meetings | | | X |
| Work with ACWUA to build its capacity to deliver effective programming, including operator certification | | | |
| Work with ACWUA to develop joint opportunities to promote operator certification and provide related training courses | | | |
| Complete enhancements to ACWUA website to facilitate Operator Certification marketing | | | |
| **Component 4: Performance Impacts of Certification Program on Improved Operations and Maintenance Demonstrated (PIR 4)** | | | |
| **Task 4.1: Develop and Deliver a Performance Management Plan (KRA 4.1)** | | | |
| **4.1.1 Design, Develop and Implement a Performance Management System (PMS).** | | | |
| Develop and Implement Certification PMS/Training Impact Assessment:Approach and Reports | | | |
| Report Performance Impacts on Opertaions and Maintenance | | | |

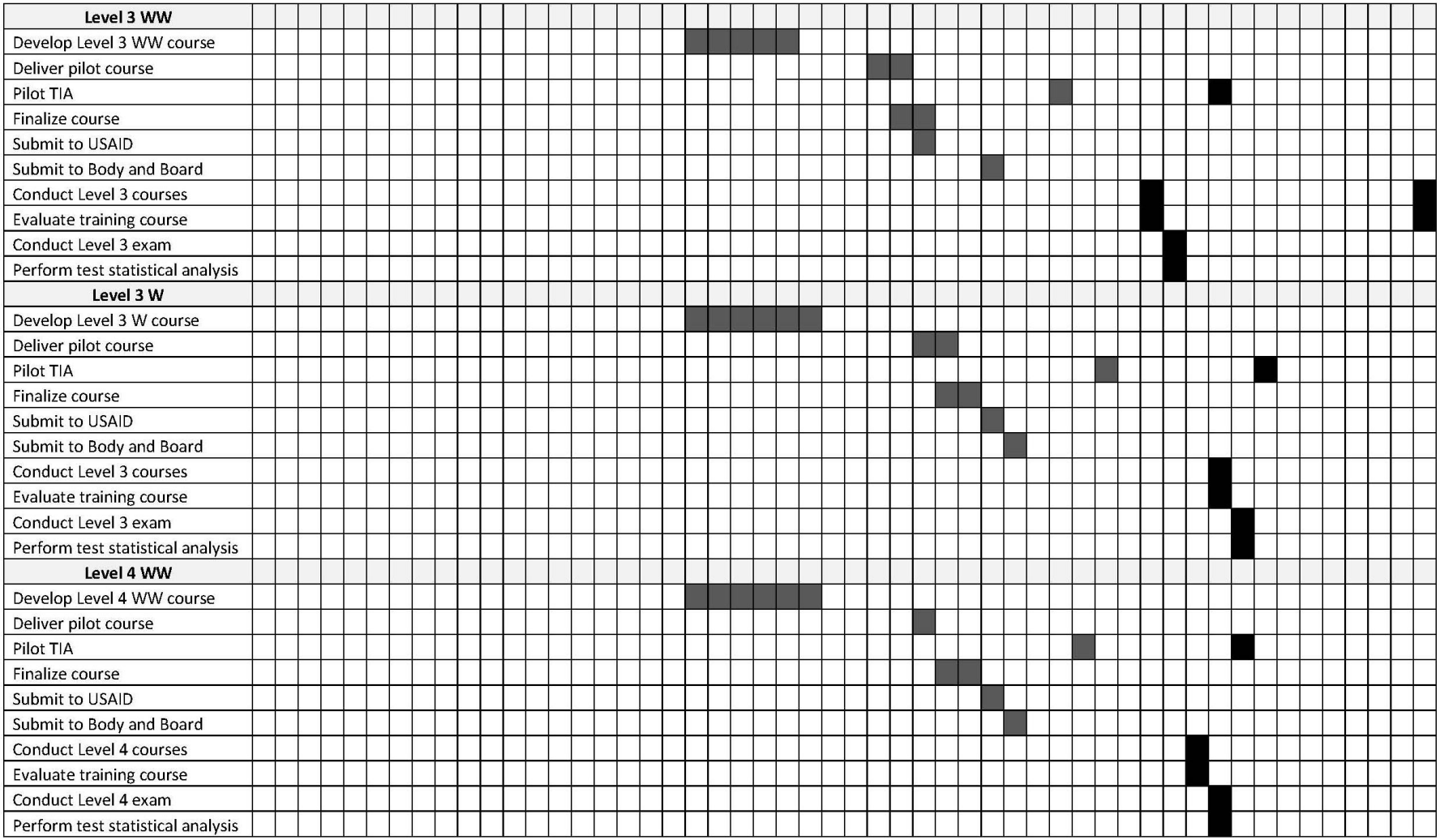
| | | | |
|---|---|---|---|
| **4.1.2 Design, Develop and Implement a KAP Survey Approach.** | | | |
| Conduct KAP Surveys | | | |
| Report KAP Survey Results | | | |
| **Reporting** | | | |
| **Work Planning - Amended Scope** | | | |
| Quarterly reports/PMP tracking | | | |
| Annual reports | | | |
| Participant training reporting | | | |
| Demobilization Plan | | | |
| Final report | | | |

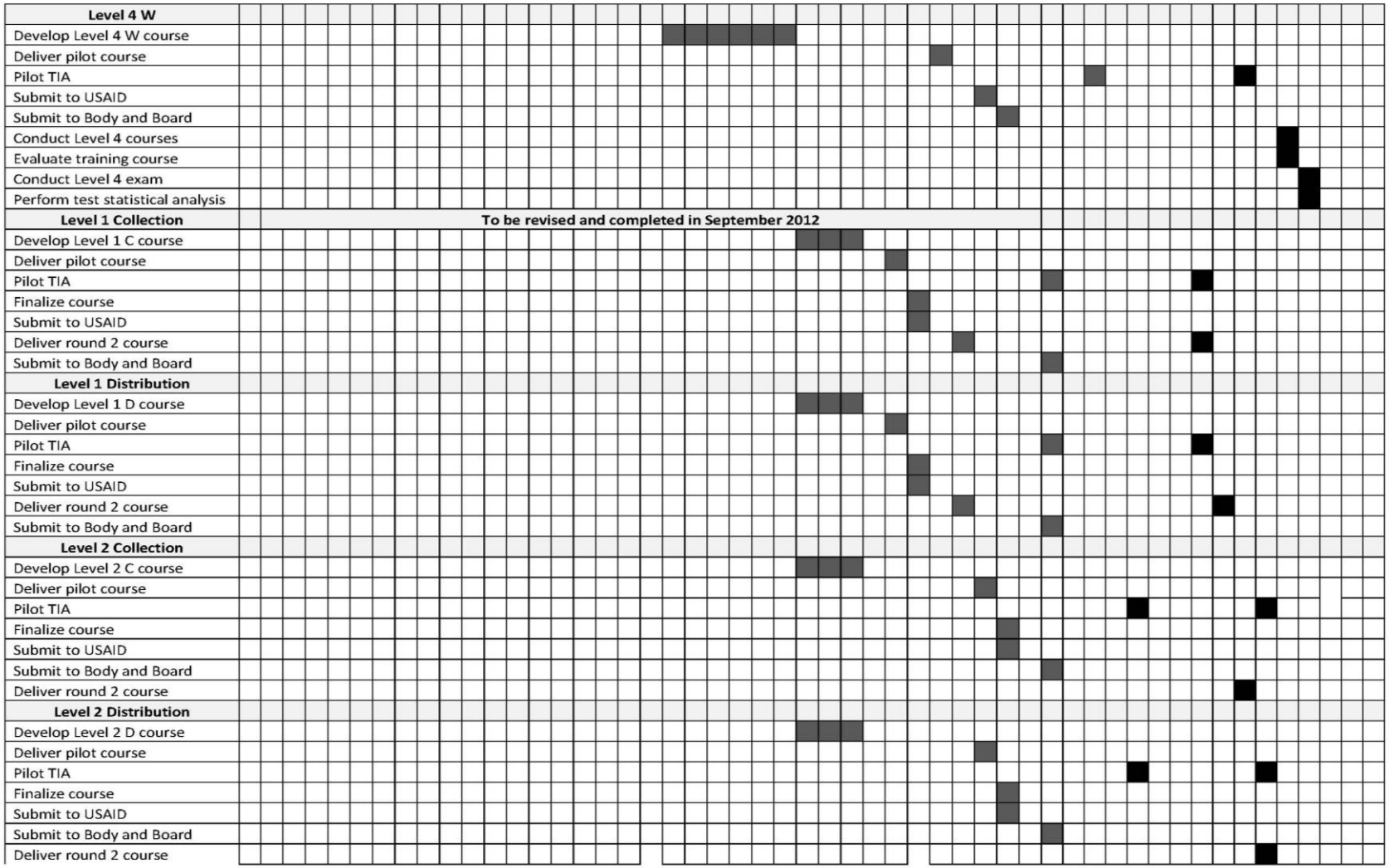
# ANNEX C: OMT TRAINING SCHEDULE

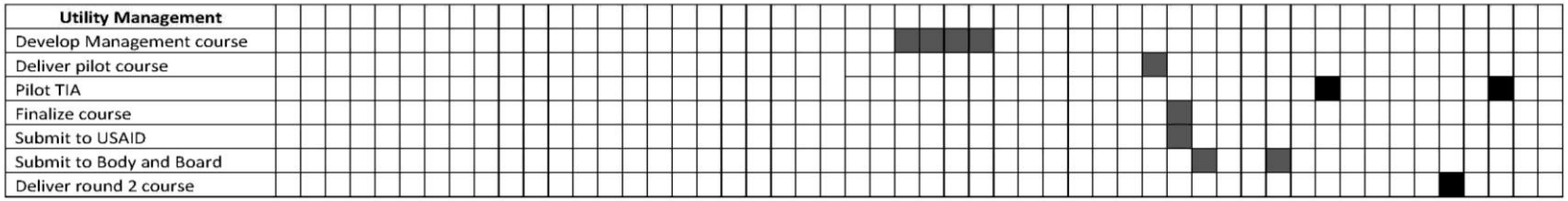
The following schedule is subject to change as per requests received from the Jordanian water companies and WAJ. It is updated regularly to reflect these scheduling changes.




Level 1 W
Develop Level 1 W course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Submit to Body and Board
Conduct Level 1 courses
Evaluate training course
Conduct Level 1 exam
Perform test statistical analysis
Level 2 WW
Develop Level 2 WW course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Submit to Body and Board
Conduct Level 2 courses
Evaluate training course
Conduct Level 2 exam
Perform test statistical analysis
Level 2 W
Develop Level 2 W course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Submit to Body and Board
Conduct Level 2 courses
Evaluate training course
Conduct Level 2 exam
Perform test statistical analysis


Level 3 WW
Develop Level 3 WW course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Submit to Body and Board
Conduct Level 3 courses
Evaluate training course
Conduct Level 3 exam
Perform test statistical analysis
Level 3 W
Develop Level 3 W course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Submit to Body and Board
Conduct Level 3 courses
Evaluate training course
Conduct Level 3 exam
Perform test statistical analysis
Level 4 WW
Develop Level 4 WW course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Submit to Body and Board
Conduct Level 4 courses
Evaluate training course
Conduct Level 4 exam
Perform test statistical analysis


Level 4 W
Develop Level 4 W course
Deliver pilot course
Pilot TIA
Submit to USAID
Submit to Body and Board
Conduct Level 4 courses
Evaluate training course
Conduct Level 4 exam
Perform test statistical analysis
Level 1 Collection
To be revised and completed in September 2012
Develop Level 1 C course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Deliver round 2 course
Submit to Body and Board
Level 1 Distribution
Develop Level 1 D course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Deliver round 2 course
Submit to Body and Board
Level 2 Collection
Develop Level 2 C course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Submit to Body and Board
Deliver round 2 course
Level 2 Distribution
Develop Level 2 D course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Submit to Body and Board
Deliver round 2 course


Utility Management
Develop Management course
Deliver pilot course
Pilot TIA
Finalize course
Submit to USAID
Submit to Body and Board
Deliver round 2 course

# ANNEX D: PARTICIPANT TRAINING REPORT THROUGH QUARTER 14

| Serial No. | Training Program Name | Field of Study | Start Date | | | End Date | | | Training Type | Trainee Information | | | Certification Issued (Yes/No) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | M | D | Y | M | D | Y | | Group Name | Males | Females | |
| 01 | Training Specialist Program | Instructional Systems Design (ISD) | 07 | 12 | 09 | 07 | 13 | 09 | Workshop | Training Dev. Group | 8 | 2 | No |
| 02 | Certification Testing Program | Training Evaluation | 07 | 15 | 09 | 07 | 15 | 09 | Workshop | Course Test Dev. Group | 9 | 1 | No |
| 03 | TOT | Training of Trainers | 05 | 03 | 10 | 05 | 05 | 10 | Workshop | Training Dev. Group | 3 | 1 | Yes |
| 04 | WWTO Level 1 | Wastewater Treatment | 05 | 30 | 10 | 06 | 17 | 10 | Training Course | Aqaba WWTP Operators | 6 | 1 | Yes |
| | WWTO Level 1 | Wastewater Treatment | 06 | 20 | 10 | 07 | 8 | 10 | Training Course | Aqaba WWTP Operators | 8 | 1 | |
| 05 | TOT | Training of Trainers | 11 | 28 | 10 | 12 | 02 | 10 | Workshop | Training Dev. Group | 2 | 2 | Yes |
| 06 | WTO Level 1 | Water Treatment | 01 | 03 | 11 | 01 | 20 | 11 | Training Course | Zai WTP Operators | 17 | 0 | Yes |
| 07 | TOT | Training of Trainers | 05 | 22 | 11 | 05 | 24 | 11 | Workshop | Training Dev. Group | 10 | 2 | Yes |
| 08 | Wastewater Collection & Water Distribution Curricula Design Workshop | Wastewater Collection & Water Distribution | 06 | 07 | 11 | 06 | 08 | 11 | Workshop | Training Dev. Group | 7 | 1 | No |
| 09 | WTO Level 1 | Water Treatment | 09 | 11 | 11 | 09 | 22 | 11 | Training Course | Aqaba Water Co. Operators | 11 | 2 | Yes |
| 10 | WTO Pilot Training/Level 1 Grandfathering | Water Treatment | 09 | 11 | 11 | 09 | 11 | 28 | Training Course | WAJ Operators | 11 | 0 | Yes |
| 11 | WWTO Level 1 | Wastewater Treatment | 09 | 11 | 11 | 09 | 11 | 28 | Training Course | Yarmouk Water Co. Operators | 13 | 0 | Yes |

| Serial No. | Training Program Name | Field of Study | Training Type | Start Date | End Date | Training Provider Name and Address in U.S. | Trainee Information (Employer, Title, Address in U.S.) | Certification Issued (Yes/No) | Expenses In JOD ~ |
|---|---|---|---|---|---|---|---|---|---|
| 12 | Observational Study Tour (OST) for Operator Certification Familiarization | Certification | Study Tour | Oct. 19, 09 | Oct. 23, 09 | Delaware Technical & Community College, Jack F. Owens Campus, P.O.Box 610, Georgetown, Delaware 19947 Tel. +1-302-855-5904 | - Mr. Ziad Taqash, Human Resource Development Director, Ministry of Water & Irrigation (MWI)<br>- Mr. Samih Al Amad, Human Resources Director, Jordan Water Co. (Miyahuna)<br>- Mr. (Mohammad Khair) Irshaid, Director of Center of Accreditation and Quality Assurance, Employment-Technical and Vocational Education and Training Council (E-TVET)<br>- Mr. Riyad Nassar, Production Manager, WMZM Operation & Maintenance<br>- Dr. Ziad Abu-Hamatteh, Director of Consultations, Studies and Training Center, Al-Balqa' Applied University<br>- Dr. Bassim Abbassi, Associate Professor, Dept. of Water Resources & Environmental Management, Al-Balqa' Applied University<br>- Mr. Husni Olama, Program Director, Operations & Maintenance Training Project<br>- **Address in the U.S.:** Boardwalk Plaza Hotel, 2 Olive Ave. Boardwalk, Rehoboth Beach, DE 19971, 800.33-BEACH, Tel. +1-302-227-7169 | No | 15,000.00 |

# ANNEX E: OMT 2011 ACTIVITES (PHOTO's)

Aqaba Water Company
Water Treatment Operators Pilot Training – Repeat

September 2011

Water Authority Jordan
First Grandfathering Water Treatment Operators Pilot Training

September 2011

International Water Association Conference
Efficient 2011

Dead Sea - March 2011

International Youth Day
July 2011

Water and Wastewater Services Sector Team
(WWSST – 7th Meeting)

October 2011

WWTO Level 1 Test at Aqaba WWTP
August 2010

# ANNEX F: OMT PROJECT COMMUNICATIONS

**Al-Rai Newspaper**

**Monday, May 24, 2010**

# انطلاق فعاليات الفريق الوطني لخدمات المياه والصرف الصحي

عمان - بترا - أطلقت وزارة العمل امس الاحد فعاليات اعمال الفريق الوطني لقطاع خدمات المياه والصرف الصحي الممثل من جميع الجهات المعنية بقطاع خدمات المياه بهدف دراسة واعتماد مصفوفة الأعمال والتحليل المهني.

كما تتضمن اعمال الفريق الذي تم تشكيله من قبل وزير العمل الدكتور ابراهيم العموش المعايير المهنية للقطاع والذي كلف في المرحلة الأولى بدراسة ومتابعة تنفيذ برنامج تدريب ومنح شهادات مزاولة المهنة لمشغلي محطات المياه والصرف الصحي ضمن مشروع التدريب على الإدارة والصيانة والممول من الوكالة الأميركية للتنمية الدولية.

يشار الى أن مشروع التدريب على الإدارة والصيانة يعنى بتدريب ومنح شهادات مزاولة المهنة لمشغلي محطات المياه والصرف الصحي في الأردن ضمن مشروع التدريب على الإدارة والصيانة.

**Al-Ghad Newspaper**

**Monday, May 24, 2010**

الغد
www.alghad.com
الاثنين 10 جمادى الآخرة 1431 هـ - 24 أيار 2010 م | السنة السادسة | العدد 2093 | 64 صفحة | 250 فلسا



# بدء أعمال الفريق الوطني لقطاع خدمات المياه والصرف الصحي

محمود الطراونة
m.tarawneh@alghad.jo

**عمان** - أطلقت أمس فعاليات عمل الفريق الوطني لقطاع خدمات المياه والصرف الصحي، الممثل من جميع الجهات المعنية به، والذي شكله وزير العمل رئيس مجلس التشغيل والتدريب والتعليم المهني والتقني، مؤخرا.

ويعنى عمل الفريق الذي أطلق فعالياته أمس مندوبا عن وزير العمل أمين عام الوزارة مازن عودة، بدراسة واعتماد مصفوفة الأعمال والتحليل المهني، بالإضافة إلى المعايير المهنية للقطاع.

وكلف الفريق خلال المرحلة الأولى بدراسة ومتابعة تنفيذ برنامج تدريب ومنح شهادات مزاولة المهنة، لمشغلي محطات المياه والصرف الصحي، ضمن مشروع التدريب على الإدارة والصيانة (OMT) الممول من الوكالة الأميركية للتنمية الدولية (USAID).

يشار الى أن OMT يعنى بتدريب ومنح شهادات مزاولة المهنة لمشغلي محطات المياه والصرف الصحي في الأردن، ضمن مشروع التدريب على الإدارة والصيانة Operation and Maintenance Training project (OMT) والممول من USAI".

**Launching of the National Water and Wastewater Sector Services Team**

Under the patronage of his Excellency the Secretary General of the Ministry of Labour, Mr. Mazen Odeh, the national water and wastewater sector services team was launched on Wednesday, May 19, 2010.

The team was formed by the H.E. the Minister of Labour and Chairman of the Employment-Technical and Vocational Education and Training (E-TVET) Council.

The team will study and accredit the job matrix and occupations profile in addition to occupational standards for the sector.

The team is delegated in the first phase to study and follow-up the implementation of the water and wastewater operator's certification and training program managed by the Operations and Maintenance Training (OMT) Project which is funded by the United States Agency for International Development (USAID).

## Success Story – Quarter 14

USAID | JORDAN
FROM THE AMERICAN PEOPLE

# Jordan's High-Impact Water Operator Certification and Training Program Implemented Nation-wide

**USAID provides assistance to the Government of Jordan as it implements an operator certification program to improve the qualifications and performance of the people who operate water and wastewater utilities – a program that can also benefit other countries in the Middle East and North Africa (MENA) region.**

***Insert Operator Photo from***

***"In addition to technically qualifying our operators, this certification program is developing a career-path for all of us. Our top management is very pleased with the progress of this training, and the opportunity of being the first to be trained in Jordan."*** **Wastewater Manager, Aqaba Water Company**

U.S. Agency for International Development
www.usaid.gov

**CHALLENGE** Operator certification is new in Jordan. In addition to establishing the regulatory basis that empowers enforcement, and developing appropriate training courses to realize O&M performance improvements, new certification programs require solid buy-in from water utilities and sector agencies to ensure that they are fully implemented.

**INITIATIVE** Since 2008, the OMT project team has been instrumental in working with counterparts, local training experts and US universities to design and develop state-of-the-art water operator curricula and tests that are appropriate to the technical requirements of Jordan's water infrastructure.

While OMT was preparing the training materials for the Water Operators Certification Program, intensive awareness building activities were conducted to foster support for program implementation among key decision makers at the Water Authority of Jordan (WAJ) and Jordan's three water companies: Miyahuna, Aqaba and Yarmouk.

**RESULTS** By September 2011, the water and wastewater treatment courses of the Jordan Water Operators Certification Program were being conducted for personnel from plants operated by WAJ and the Miyahuna, Aqaba and Yarmouk water companies.

Survey and interview results from operators and supervisors at the training sites demonstrate a strong commitment to continuation of the Jordan Water Operators Certification and Training Program.

Of greater importance and benefit, utility management is actively supporting the application of new technical knowledge and problem-solving skills when operators are back on the job with significant measureable improvements in plant O&M being reported.

## ANNEX G: PROJECT PROPERTY *ELHAM – PLEASE UPDATE- DONE*

**Furniture**

| S.# | Project ID # | Date | Type | Description | Location Rm # | Vendor | Serial # | Qty | Total in JD | Total in US$ | Purchase Order Number | Condition of item | Disposition type (this column is for use at the end of the project) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 001 | 4-Jun-08 | Chair | Employee Chair - Mid Back | 1 | Orchid Furniture | N/A | 1 | JOD 28.00 | $39.55 | 1 | New | |
| | 002 | 4-Jun-08 | Chair | Employee Chair - Mid Back | 4 | Orchid Furniture | N/A | 1 | JOD 28.00 | $39.55 | 1 | New | |
| | | | | | | | | | | | | | |
| | 003 | 4-Jun-08 | Chair | Executive Chair - High Back | 4 | Orchid Furniture | N/A | 1 | JOD 33.00 | $46.61 | 1 | New | |
| | 004 | 4-Jun-08 | Chair | Visitors Chair | 2 | Orchid Furniture | N/A | 1 | JOD 23.00 | $32.49 | 1 | New | |
| | 005 | 4-Jun-08 | Chair | Visitors Chair - For the Round Table | 2 | Orchid Furniture | N/A | 1 | JOD 23.00 | $32.49 | 1 | New | |
| | 006 | 4-Jun-08 | Chair | Visitors Chair - For the Round Table | 2 | Orchid Furniture | N/A | 1 | JOD 23.00 | $32.49 | 1 | New | |
| | 007 | 4-Jun-08 | Cabinet | Filing Cabinet with Glass | 2 | Orchid Furniture | N/A | 1 | JOD 90.00 | $127.12 | 1 | New | |
| | 008 | 22-Jun-08 | Cabinet | Filing Cabinet with 2 Drawers | 2 | Orchid Furniture | N/A | 1 | JOD 75.00 | $105.93 | 5 | New | |
| | 009 | 4-Jun-08 | Desk | Executive Desk - 180 cm. | 2 | Orchid Furniture | N/A | 1 | JOD 125.00 | $176.55 | 1 | New | |
| | 010 | 4-Jun-08 | Table | Round Table | 2 | Orchid Furniture | N/A | 1 | JOD 68.00 | $96.05 | 1 | New | |
| | 011 | 4-Jun-08 | Desk Ext. | Desk Extension - Side Table - 75cm. | 2 | Orchid Furniture | N/A | 1 | JOD 35.00 | $49.44 | 1 | New | |
| | 012 | 4-Jun-08 | Table | Small Guest Table | 2 | Orchid Furniture | N/A | 1 | JOD 19.00 | $26.84 | 1 | New | |
| | | | | | | | | | | | | | |
| | 013 | 4-Jun-08 | Desk | Employee Desk - 140 cm. | 3 | Orchid Furniture | N/A | 1 | JOD 75.00 | $105.93 | 1 | New | |
| | 014 | 4-Jun-08 | Desk Ext. | Desk Extension - Side Table - 75cm. | 3 | Orchid Furniture | N/A | 1 | JOD 35.00 | $49.44 | 1 | New | |
| | 015 | 28-Jul-08 | Desk Ext. | Desk Extension - Side Table - 75cm. | 3 | Orchid Furniture | N/A | 1 | JOD 40.00 | $56.50 | 35 | New | |
| | 016 | 4-Jun-08 | Desk | Employee Desk - 140 cm. | 3 | Orchid Furniture | N/A | 1 | JOD 75.00 | $105.93 | 1 | New | |
| | 017 | 4-Jun-08 | Desk Ext. | Desk Extension - Side Table - 75cm. | 3 | Orchid Furniture | N/A | 1 | JOD 35.00 | $49.44 | 1 | New | |
| | 018 | 4-Jun-08 | Table G. | Small Guest Table | 3 | Orchid Furniture | N/A | 1 | JOD 19.00 | $26.84 | 1 | New | |
| | 154 | 4-Jun-08 | Table G. | Small Guest Table | 3 | Orchid Furniture | N/A | 1 | JOD 19.00 | $26.84 | 1 | New | |
| | 019 | 4-Jun-08 | Chair | Visitors Chair | 4 | Orchid Furniture | N/A | 1 | JOD 23.00 | $32.49 | 1 | New | |
| | 020 | 4-Jun-08 | Chair | Visitors Chair | 3 | Orchid Furniture | N/A | 1 | JOD 23.00 | $32.49 | 1 | New | |
| | 021 | 4-Jun-08 | Chair | Employee Chair - Mid Back | 3 | Orchid Furniture | N/A | 1 | JOD 28.00 | $39.55 | 1 | New | |
| | 022 | 4-Jun-08 | Chair | Employee Chair - Mid Back | 3 | Orchid Furniture | N/A | 1 | JOD 28.00 | $39.55 | 1 | New | |
| | 023 | 22-Jun-08 | Cabinet | Filing Cabinet with 3 Drawers - Metal | 3 | Orchid Furniture | N/A | 1 | JOD 95.00 | $134.18 | 5 | New | |
| | 024 | 22-Jun-08 | Cabinet | Filing Cabinet with 3 Drawers - Metal | 3 | Orchid Furniture | N/A | 1 | JOD 95.00 | $134.18 | 5 | New | |
| | | | | | | | | | | | | | |
| | 025 | 4-Jun-08 | Desk | Employee Desk - 140 cm. | 4 | Orchid Furniture | N/A | 1 | JOD 75.00 | $105.93 | 1 | New | |
| | 026 | 4-Jun-08 | Desk | Employee Desk - 140 cm. | 4 | Orchid Furniture | N/A | 1 | JOD 75.00 | $105.93 | 1 | New | |
| | 027 | 4-Jun-08 | Desk | Employee Desk - 140 cm. | 4 | Orchid Furniture | N/A | 1 | JOD 75.00 | $105.93 | 1 | New | |
| | 028 | 4-Jun-08 | Desk | Employee Desk - 140 cm. | 4 | Orchid Furniture | N/A | 1 | JOD 75.00 | $105.93 | 1 | New | |
| | 029 | 28-Jul-08 | Desk Ext. | Desk Extension - Side Table - 75cm. | 4 | Orchid Furniture | N/A | 1 | JOD 40.00 | $56.50 | 35 | New | |
| | 030 | 28-Jul-08 | Desk Ext. | Desk Extension - Side Table - 75cm. | 4 | Orchid Furniture | N/A | 1 | JOD 40.00 | $56.50 | 35 | New | |
| | 031 | 4-Jun-08 | Chair | Visitors Chairs | 4 | Orchid Furniture | N/A | 1 | JOD 23.00 | $32.49 | 1 | New | |
| | 032 | 4-Jun-08 | Chair | Visitors Chairs | 4 | Orchid Furniture | N/A | 1 | JOD 23.00 | $32.49 | 1 | New | |
| | 033 | 4-Jun-08 | Chair | Visitors Chairs | 4 | Orchid Furniture | N/A | 1 | JOD 23.00 | $32.49 | 1 | New | |
| | 034 | 4-Jun-08 | Chair | Visitors Chairs | 4 | Orchid Furniture | N/A | 1 | JOD 23.00 | $32.49 | 1 | New | |
| | 035 | 4-Jun-08 | Chair | Employee Chair - Mid Back | 4 | Orchid Furniture | N/A | 1 | JOD 28.00 | $39.55 | 1 | New | |
| | 036 | 4-Jun-08 | Chair | Employee Chair - Mid Back | 4 | Orchid Furniture | N/A | 1 | JOD 28.00 | $39.55 | 1 | New | |
| | 037 | 4-Jun-08 | Chair | Employee Chair - Mid Back | 1 | Orchid Furniture | N/A | 1 | JOD 28.00 | $39.55 | 1 | New | |
| | 038 | 4-Jun-08 | Chair | Employee Chair - Mid Back | 3 | Orchid Furniture | N/A | 1 | JOD 28.00 | $39.55 | 1 | New | |
| | 039 | 4-Jun-08 | Cabinet | Filing Cabinet with Glass | 4 | Orchid Furniture | N/A | 1 | JOD 90.00 | $127.12 | 1 | New | |
| | 040 | 4-Jun-08 | Cabinet | Filing Cabinet with Glass | 4 | Orchid Furniture | N/A | 1 | JOD 90.00 | $127.12 | 1 | New | |
| | 041 | 4-Jun-08 | Table G. | Small Guest Table | 3 | Orchid Furniture | N/A | 1 | JOD 19.00 | $26.84 | 1 | New | |
| | | | | | | | | | JOD 0.00 | $0.00 | | | |
| | | | | | | | | | JOD 0.00 | $0.00 | | | |
| **Sub Total** | | | | | | | **Count Sub** | **42** | **JOD 1,943.00** | **$ 2,744.35** | | | |

| **Computer Equipment** | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 042 | 18-Jun-08 | Computer Case | Dell Optiplex 755 Workstation | 4 | NovoTek | 8HMQC3J | 1 | JOD 750.00 | $1,059.32 | 3 | New | |
| | 043 | 18-Jun-08 | Monitor | Dell 17" LCD Monitor | 2 | NovoTek | CN-0HX874-64180-7B8-0YEL | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 044 | 18-Jun-08 | Keyboard | Dell Keyboard | 4 | NovoTek | CN-0DJ335-71616-78k-0Gab | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 045 | 18-Jun-08 | Mouse | Dell Mouse | 2 | NovoTek | J1500EJ7 | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 046 | 13-Jul-08 | Monitor | Dell 17" LCD Monitor | 2 | NovoTek | CN-0CN086-64180-83F-1FAS | 1 | JOD 155.00 | $218.93 | 31 | New | |
| | 047 | 13-Jul-08 | Server | Dell Power Edge 1900 Server | 1 | NovoTek | BFXDB3J | 1 | JOD 2,155.00 | $3,043.79 | 31 | New | |
| | 048 | 31-Jul-08 | Switch Box | Switch Box - 8 Ports | 1 | NovoTek | AVS709002507 | 1 | JOD 12.00 | $16.95 | 58 | New | |
| | 049 | 18-Jun-08 | UPS | OPTI-ESC 550V UPS | 1 | NovoTek | 652362903731 | 1 | JOD 90.00 | $127.12 | 3 | New | |
| | 050 | 18-Jun-08 | UPS | OPTI-ESC 550V UPS | 1 | NovoTek | 652362362903766 | 1 | JOD 90.00 | $127.12 | 3 | New | |
| | | | | | | | | | | | | | |
| | 051 | 22-Jun-08 | Laptop | HP 6510b Laptop | 2 | From HO | CNU8143CSV | 1 | JOD 1,195.81 | $1,689.00 | HO | New | |
| | 052 | 22-Jun-08 | Docking Station | HP 6510b Docking Station | 2 | From HO | CNU816Y32Q | 1 | JOD 0.00 | $0.00 | HO | New | |
| | 053 | 10-Jul-08 | Printer | HP Laser Jet P1005 | 2 | NovoTek | VNC6N15519 | 1 | JOD 82.00 | $115.82 | 25 | New | |
| | | | | | | | | | | | | | |
| | 054 | 18-Jun-08 | Workstation | Dell Optiplex 755 Workstation | 3 | NovoTek | 1MMQC3J | 1 | JOD 750.00 | $1,059.32 | 3 | New | |
| | 055 | 18-Jun-08 | Monitor | Dell 17" LCD Monitor | 3 | NovoTek | CN-0HX874-641A07B8-0Z2L | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 056 | 18-Jun-08 | Keyboard | Dell Keyboard | 3 | NovoTek | CN-0DJ335-71616-78K-0G96 | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 057 | 18-Jun-08 | Mouse | Dell Mouse | 3 | NovoTek | G1A00XJ5 | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 058 | 18-Jun-08 | Workstation | Dell Optiplex 755 Workstation | 3 | NovoTek | 2GMQC3J | 1 | JOD 750.00 | $1,059.32 | 3 | New | |
| | 059 | 18-Jun-08 | Monitor | Dell 17" LCD Monitor | 3 | NovoTek | CN-0HX874-64180-7B8-0YHL | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 060 | 18-Jun-08 | Keyboard | Dell Keyboard | 3 | NovoTek | CN-0DJ335-71616-7AK-0EZO | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 061 | 18-Jun-08 | Mouse | Dell Mouse | 3 | NovoTek | G1500EGZ | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 062 | 18-Jun-08 | UPS | OPTI-ESC 550V UPS | 3 | NovoTek | 652354108426 | 1 | JOD 90.00 | $127.12 | 3 | New | |
| | 063 | 18-Jun-08 | UPS | OPTI-ESC 550V UPS | 3 | NovoTek | 652354108405 | 1 | JOD 90.00 | $127.12 | 3 | New | |
| | 064 | 24-Jun-08 | Flash Memory | Flash Memory - 8 GB | 3 | Raja' Stationary | N/A | 1 | JOD 27.00 | $38.14 | 10 | New | |
| | 065 | 10-Jul-08 | Flash Memory | Flash Memory - 2 GB - Rania | 3 | Raja' Stationary | N/A | 1 | JOD 10.00 | $14.12 | 23 | New | |
| | 066 | 11-Aug-08 | Monitor | Dell 17" LCD Monitor | 3 | Transferred from A USAID Project | MX-08R339-47605-3AA-E263 | | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 067 | 11-Aug-08 | Monitor | Dell 17" LCD Monitor | 3 | Transferred from A USAID Project | MX-08R339-47605-3AA-E265 | | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | | | | | | | | | | | | | |
| | 068 | 18-Jun-08 | Workstation | Dell Optiplex 755 Workstation | 4 | NovoTek | HLMQC3J | 1 | JOD 750.00 | $1,059.32 | 3 | New | |
| | 069 | 18-Jun-08 | Monitor | Dell 17" LCD Monitor | 4 | NovoTek | CN-0HX874-64180-7B8-08EL | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 070 | 18-Jun-08 | Mouse | Dell Mouse | 4 | NovoTek | G1500FHF | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 071 | 18-Jun-08 | Keyboard | Dell Keyboard | 4 | NovoTek | CN-0DJ335-71616-7AK-0F5O | 1 | JOD 0.00 | $0.00 | 3 | New | |
| | 072 | 18-Jun-08 | UPS | OPTI-ESC 550V UPS | 4 | NovoTek | 652362903733 | 1 | JOD 90.00 | $127.12 | 3 | New | |
| | 073 | 22-Jun-08 | Laptop | HP 6510b Laptop | 3 | From HO | CMU8143D1T | 1 | JOD 1,195.81 | $1,689.00 | HO | New | |
| | 074 | 22-Jun-08 | Docking Station | HP 6510b Docking Station | 1 | From HO | CMU816Y32P | 1 | JOD 0.00 | $0.00 | HO | New | |
| | | | | | | | | | | | | | |
| | 075 | 11-Aug-08 | Computer Case | Dell Optiplex GX270 | 4 | Transferred from A USAID Project | 1xpm41g | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 076 | 11-Aug-08 | Monitor | Dell 19" LCD Monitor | 4 | Transferred from A USAID Project | CN-04Y281-71618-44t-B69 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 077 | 11-Aug-08 | Mouse | Dell Mouse | 4 | Transferred from A USAID Project | 418014830 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 078 | 11-Aug-08 | Keyboard | Dell Keyboard | 4 | Transferred from A USAID Project | TH-04N454-37171-34U-F095 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 079 | 11-Aug-08 | UPS | Tripp-Lite UPS | 4 | Transferred from A USAID Project | 9210AY0BC425000526 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 080 | 11-Aug-08 | Monitor | Dell 17" LCD Monitor | 4 | Transferred from A USAID Project | MX-08R339-47605-3AA-E30Z | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 081 | 11-Aug-08 | UPS | UPS 500 | 4 | Transferred from A USAID Project | JB0306036918 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 082 | 11-Aug-08 | UPS | UPS 500 | 4 | Transferred from A USAID Project | JB0306034874 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | | | | | | | | | | | | | |
| | 083 | 28-Jul-08 | Router | Wireless Router Linksys WR54GS | Reception | Jabarin Info. Tech. | CGNB1H111122 | 1 | JOD 75.00 | $105.93 | 39 | New | |
| | | | | | | | | | | | | | |
| **Sub Total** | | | | | | | **Count Sub** | **40** | **JOD 8,357.62** | **$ 11,804.55** | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Machinery & Equipment** | | | | | | | | | | | | | |
| | 084 | 10-Jul-08 | Photocopier | Xerox Work center Photo Copier | 1 | Arabian Office Automation Co. | 3312765011 | 1 | JOD 3,250.00 | $4,590.40 | 27 | New | |
| | 085 | 10-Jul-08 | Phone | GE Telephone - Single Line | 1 | Refa'at Al-Nabulsi | 70064006 | 1 | JOD 15.00 | $21.19 | 19 | New | |
| | 086 | 28-Jul-08 | Switch Board | NEC Switchboard | 1 | Refa'at Al-Nabulsi | L283015S430795 | 1 | JOD 255.00 | $360.17 | 42 | New | |
| | 087 | 28-Jul-08 | Systems | Auto Answering & Voice Mail Box | 1 | Refa'at Al-Nabulsi | 253587 | 1 | JOD 350.00 | $494.35 | 42 | New | |
| | | | | | | | | | | | | | |
| | 088 | 28-Jul-08 | Phone | NEC Telephone | 2 | Refa'at Al-Nabulsi | L263295S460099 | 1 | JOD 48.00 | $67.80 | 42 | New | |
| | | | | | | | | | | | | | |
| | 089 | 10-Jul-08 | Fax & Scanner | Xerox Phaser 3200 MFP | 3 | Arabian Office Automation Co. | 3841087185 | 1 | JOD 350.00 | $494.35 | 27 | New | |
| | 090 | 10-Jul-08 | Phone | NEC Telephone | 3 | Refa'at Al-Nabulsi | L263315S267727 | 1 | JOD 53.00 | $74.86 | 19 | New | |
| | 091 | 28-Jul-08 | Phone | NEC Telephone | 3 | Refa'at Al-Nabulsi | L263295S460123 | 1 | JOD 48.00 | $67.80 | 42 | New | |
| | 092 | 10-Jul-08 | Phone | GE Telephone - Single Line | 3 | Refa'at Al-Nabulsi | 70064003 | | JOD 15.00 | $21.19 | 19 | New | |
| | 093 | 10-Jul-08 | Mobile | Mobile Set - Nokia 2626 | 3 | Zain | 359546011357208 | 1 | JOD 4.00 | $5.65 | 26 | New | |
| | 094 | 10-Jul-08 | Mobile | Mobile Set - Nokia 2626 | 3 | Zain | 359546011357562 | 1 | JOD 4.00 | $5.65 | 26 | New | |
| | 095 | 10-Jul-08 | Mobile | Mobile Set - Nokia 2626 | 3 | Zain | 359546011357299 | 1 | JOD 4.00 | $5.65 | 26 | New | |
| | 096 | 10-Jul-08 | Mobile | Mobile Set - Nokia 1650 | 3 | Zain | 352050023711327 | 1 | JOD 4.00 | $5.65 | 26 | New | |
| | 097 | 10-Jul-08 | Mobile | Mobile Set - Nokia 1650 | 3 | Zain | 354162028826469 | 1 | JOD 4.00 | $5.65 | 26 | New | |
| | 161 | 22-Mar-10 | Mobile | Mobile Set - Nokia 1208 | 3 | Zain | 353519021862612 | 1 | JOD 0.00 | $0.00 | | | |
| | 098 | 11-Aug-08 | Camera | Digital Camera - Sony DSC-H10 | 3 | Smart Buy | SO1-2277143 | 1 | JOD 267.24 | $377.46 | 57 | New | |
| | 099 | 11-Aug-08 | Data Show | Panasonic LCD Projector | 3 | Transferred from A USAID Project | SA4140243 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 100 | 11-Aug-08 | GPS | GPS | 3 | Transferred from A USAID Project | 84561164 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | | | | | | | | 1 | | | | | |
| | 101 | 11-Aug-08 | Printer | Xerox Phrase 4500 Printer | Storage | Transferred from A USAID Project | PMU327387 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | 102 | 10-Jul-08 | Phone | GE Telephone - Single Line | 4 | Refa'at Al-Nabulsi | 70064009 | 1 | JOD 15.00 | $21.19 | 19 | New | |
| | 103 | 10-Jul-08 | Phone | GE Telephone - Single Line | 4 | Refa'at Al-Nabulsi | 70064004 | 1 | JOD 15.00 | $21.19 | 19 | New | |
| | 104 | 10-Jul-08 | Phone | GE Telephone - Single Line | 4 | Refa'at Al-Nabulsi | 70064002 | 1 | JOD 15.00 | $21.19 | 19 | New | |
| | 105 | 10-Jul-08 | Phone | GE Telephone - Single Line | 4 | Refa'at Al-Nabulsi | 70064007 | 1 | JOD 15.00 | $21.19 | 19 | New | |
| | | | | | | | | | | | | | |
| | 106 | 10-Jul-08 | Phone | GE Telephone - Single Line | Reception | Refa'at Al-Nabulsi | 70053091 | 1 | JOD 15.00 | $21.19 | 19 | New | |
| | 107 | 10-Jul-08 | Rack | Switch 16 Port LG Rack | Reception | Techno Elements | N/A | 1 | JOD 37.00 | $52.26 | 24 | New | |
| | | | | | | | | | | | | | |
| **Sub Total** | | | | | | | **Count Sub** | **25** | **JOD 4,783.24** | **$ 6,755.99** | | | |
| **Project Vehicles** | | | | | | | | | | | | | |
| | 108 | 13-Jul-08 | Vehicle | Ford Explorer XLT - Model: 2008 | 3 | The Commercial & Industrial Co. | 1FMEU73E58UA76565 | 1 | JOD 19,500.00 | $27,542.37 | 33 | New | |
| | 155 | 3-Aug-08 | Fire Extinguisher | Fire Extinguisher - CO2 / 1Kg. | 1 | Al-Awael Co. | N/A | 1 | JOD 31.00 | $43.79 | 48 | New | |
| | | | | | | | | | | | | | |
| **Sub Total** | | | | | | | **Count Sub** | **2** | **JOD 19,531.00** | **$ 27,586.16** | | | |
| **Miscellaneous** | | | | | | | | | | | | | |
| | 109 | 22-Jun-08 | Binder | Binding Machine Rilegatrice | 1 | Raja' Stationary | 227533504 | 1 | JOD 350.00 | $494.35 | 6 | New | |
| | 110 | 26-Jun-08 | Cutter | Paper Trimmer KW-trio 3911 | 1 | Raja' Stationary | N/A | 1 | JOD 45.00 | $63.56 | 16 | New | |
| | 111 | 25-Jun-08 | Puncher | Paper Puncher - Kangaro HDP-2150 | 1 | Raja' Stationary | N/A | 1 | JOD 47.00 | $66.38 | 12 | New | |
| | 112 | 25-Jun-08 | Trash Can | Trash Can | 1 | Raja' Stationary | N/A | 1 | JOD 4.50 | $6.36 | 12 | New | |
| | 113 | 3-Aug-08 | Fire Extinguisher | Fire Extinguisher - CO2 / 2Kg. | 1 | Al-Awael Co. | N/A | 1 | JOD 31.00 | $43.79 | 48 | New | |
| | 153 | 11-Aug-08 | Scanner | Canon Scan Lide 25 | 1 | Transferred from A USAID Project | NKBHA60694 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | | | | | | | | | | | | | |
| | 114 | 23-Jun-08 | W. Board | White Board | 2 | Raja' Stationary | N/A | 1 | JOD 25.00 | $35.31 | 7 | New | |
| | 115 | 23-Jun-08 | B. Board | Bulletin Board - 90x120 cm. | 2 | Raja' Stationary | N/A | 1 | JOD 35.00 | $49.44 | 7 | New | |
| | 116 | 1-Jul-08 | Head Set | Head Set | 3 | Jabarin Inf. Tech. | N/A | 1 | JOD 5.00 | $7.06 | 26 | New | |
| | 117 | 1-Jul-08 | Speakers | Speakers | 2 | Jabarin Inf. Tech. | 2MS0380B07121412710 | 1 | JOD 8.00 | $11.30 | 26 | New | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 118 | 25-Jun-08 | Trash Can | Trash Can | 2 | Raja' Stationary | N/A | 1 | JOD 4.50 | $6.36 | 12 | New | |
| | 119 | 2-Jul-08 | Hanger | Coat Hanger - Small Size | 2 | Infinity | N/A | 1 | JOD 0.90 | $1.27 | 26 | New | |
| | 120 | 3-Aug-08 | Fire Extinguisher | Fire Extinguisher - CO2 / 2Kg. | 2 | Al-Awael Co. | N/A | 1 | JOD 31.00 | $43.79 | 48 | New | |
| | | | | | | | | | | | | | |
| | 121 | 28-Jul-08 | W. Board | White Board | 3 | Raja' Stationary | N/A | 1 | JOD 58.00 | $81.92 | 38 | New | |
| | 122 | 23-Jun-08 | B. Board | Bulletin Board - 40x60 cm. | 3 | Raja' Stationary | N/A | 1 | JOD 15.00 | $21.19 | 7 | New | |
| | 123 | 23-Jun-08 | B. Board | Bulletin Board - 40x60 cm. | 3 | Raja' Stationary | N/A | 1 | JOD 15.00 | $21.19 | 7 | New | |
| | 124 | 25-Jun-08 | Trash Can | Trash Can | 3 | Raja' Stationary | N/A | 2 | JOD 9.00 | $12.71 | 12 | New | |
| | 160 | 10-Jul-08 | Cooler | Water cooler | 3 | Ishtar | 7606084038 | 1 | JOD 150.00 | $211.86 | 30 | New | |
| | 126 | 10-Jul-08 | Bottles | Water bottles | 3 | Ishtar | N/A | 1 | | $0.00 | 30 | New | |
| | 127 | 11-Aug-08 | Safe | Fire proof Safe - Model: Dia | 3 | The Business Technology Co. | ESD 104A | 1 | JOD 235.00 | $331.92 | 54 | New | |
| | 128 | Jul-08 | Ladder | Ladder - 5 Steps | 3 | Al-Mukhtar Stores | N/A | 1 | JOD 15.50 | $21.89 | 26 | New | |
| | 129 | 2-Jul-08 | Hanger | Coat Hanger - Medium Size | 3 | Infinity | N/A | 1 | JOD 1.20 | $1.69 | 26 | New | |
| | 130 Old187 New | 18-Jun-08 | Software's | Recovery Software's - For Each of Dell Workstations | 3 | NovoTek | N/A | 4 | JOD 0.00 | $0.00 | 3 | New | |
| | 131 | 18-Jun-08 | Software | MS Office 2007 Pro | 3 | NovoTek | 1190 | 1 | JOD 225.00 | $317.80 | 4 | New | |
| | 132 | 18-Jun-08 | Software | MS Office 2007 Pro | 3 | NovoTek | 1222 | 1 | JOD 225.00 | $317.80 | 4 | New | |
| | 133 | 18-Jun-08 | Software | MS Office 2007 Pro | 3 | NovoTek | 1216 | 1 | JOD 225.00 | $317.80 | 4 | New | |
| | 134 | 18-Jun-08 | Software | MS Office 2007 Pro | 3 | NovoTek | 1199 | 1 | JOD 225.00 | $317.80 | 4 | New | |
| | 135 | 18-Jun-08 | Software | PC Cillin Internet Security 2007 | 3 | NovoTek | 4030119006446 | 1 | JOD 35.00 | $49.44 | 4 | New | |
| | 136 | 18-Jun-08 | Software | PC Cillin Internet Security 2007 | 3 | NovoTek | 4030119006446 | 1 | JOD 35.00 | $49.44 | 4 | New | |
| | 137 | 18-Jun-08 | Software | PC Cillin Internet Security 2007 | 3 | NovoTek | 4030119006446 | 1 | JOD 35.00 | $49.44 | 4 | New | |
| | 138 | 18-Jun-08 | Software | PC Cillin Internet Security 2007 | 3 | NovoTek | 4030119006446 | 1 | JOD 35.00 | $49.44 | 4 | New | |
| | 139 | 18-Jun-08 | Software | PC Cillin Internet Security 2007 | 3 | NovoTek | 4030119006446 | 1 | JOD 35.00 | $49.44 | 4 | New | |
| | 140 | 13-Jul-08 | Software | Windows Server Std 2003 R2 w/SP2 English | 3 | NovoTek | 660 | 1 | JOD 520.00 | $734.46 | 31 | New | |
| | 141 & 186 | 13-Jul-08 | Software/License | Windows Svr CAL 2003 English 5CLT User 2 CD's included | 3 | NovoTek | 39221184702 | 1 | JOD 98.00 | $138.42 | 31 | New | |
| | 156 Old 185 New | 07-Apr-09 | Software | MS Visio 2007 | 3 | Convergence C&T | | 1 | JOD 170.00 | $239.44 | 157 | New | |
| | 157 Old 184 New | May, 2009 | Software | Acrobat 9.0 Professional | 3 | Home Office | | 1 | | $200.00 | | New | |
| | | | | | | | | | | | | | |
| | 142 | 23-Jun-08 | W. Board | White Board | 4 | Raja' Stationary | N/A | 1 | JOD 25.00 | $35.31 | 7 | New | |
| | 143 | 28-Jul-08 | W. Board | White Board | 4 | Raja' Stationary | N/A | 1 | JOD 27.50 | $38.84 | 38 | New | |
| | 144 | 3-Aug-08 | B. Board | Bulletin Board | 4 | Raja' Stationary | N/A | 1 | JOD 34.80 | $49.15 | 47 | New | |
| | 145 | 2-Jul-08 | Hanger | Coat Hanger - Large Size | 4 | Infinity | N/A | 1 | JOD 1.55 | $2.19 | 26 | New | |
| | 146 | 25-Jun-08 | Trash Can | Trash Can | 4 | Raja' Stationary | N/A | 4 | JOD 18.00 | $25.42 | 12 | New | |
| | 147 | 3-Aug-08 | Fire Extinguisher | Fire Extinguisher - CO2 / 2Kg. | 4 | Al-Awael Co. | N/A | 1 | JOD 31.00 | $43.79 | 48 | New | |
| | 148 | 11-Aug-08 | Speakers | Dell Speakers | 4 | Transferred from A USAID Project | CN-0W2737-69800-433-3696 | 1 | JOD 0.00 | $0.00 | Transfer Letter | Used | |
| | | | | | | | | | | | | | |
| | 149 | 3-Aug-08 | Smoke Detector | Smoke Detector | Kitchen | Al-Awael Co. | N/A | 1 | JOD 18.00 | $25.42 | 48 | New | |
| | 150 | 3-Aug-08 | Fire Extinguisher | Fire Extinguisher - CO2 / 2Kg. | Kitchen | Al-Awael Co. | N/A | 1 | JOD 31.00 | $43.79 | 48 | New | |
| | 151 | 10-Aug-08 | Flip Chart | Flip Chart Stand & Papers | Meeting Room | Raja' Stationary | N/A | 1 | JOD 84.75 | $119.70 | 53 | New | |
| | 152 | 10-Aug-08 | Screen | White Screen for the Data Show | Meeting Room | Raja' Stationary | 8030907454 | 1 | JOD 150.00 | $211.86 | 55 | New | |
| | 154 | Aug-09 | Software | Kaspersky Business Space (10 users) | Electronic on Server | Digital Solutions Technology | | 1 | JOD 305.30 | $431.21 | 239 | New | |
| | 156 | Nov-09 | Hardware | HDD External IDE to USB Cable | 3 | Zillion Technologies | | 1 | JOD 10.00 | $14.12 | | New | |
| | 158 | Mar-10 | Small Oven | Black & Decker Small Electric Oven | Kitchen | | | 1 | | $0.00 | | | |
| | 159 | Mar-10 | Coffee Maker | Black & Decker Coffee maker | Kitchen | | | 1 | | $0.00 | | | |
| | 162 | Mar-10 | Ground Fan | SONA Small Office Fan | 1 | | | 1 | | $0.00 | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 163 | Mar-10 | Ground Fan | SONA Small Office Fan | Storage | | | 1 | | $0.00 | | | |
| | 164 | Aug-10 | VideoCamera | FlipVedio Camera | 3 | Home Office | | 1 | | | | New | |
| | 166 | | Chair | Employee Chair | 2 | Orchid Furniture | | | | | | | |
| | 167 | | Chair | Booth Chair | 2 | | | | | | | | |
| | 169 | | Chair | Booth Chair | 2 | | | | | | | | |
| | 170 | | Chair | Booth Chair | 2 | | | | | | | | |
| | 165 | | Fire Extinguisher | Fire Extinguisher - CO2 / 2Kg. | Meeting Room | | | | | | | | |
| | 171 | | Cash Box | Cash box for putty cash | 3 | | | | | | | | |
| | 172 | | Vase | Glass Vase | 3 | | | | | | | | |
| | 173 | | Software | MS Office 2010 | 3 | | | | | | | | |
| | 174 | | Software | MS Office 2010 | 3 | | | | | | | | |
| | 175 | | Software | MS Office 2010 | 3 | | | | | | | | |
| | 176 | | Software | Windows 7 Pro 32-Bit | 3 | | | | | | | | |
| | 177 | | Software | Windows 7 Pro 32-Bit | 3 | | | | | | | | |
| | 178 | | Software | Windows 7 Pro 32-Bit | 3 | | | | | | | | |
| | 179 | | Software | Windows 7 Pro 32-Bit | 3 | | | | | | | | |
| | 180 | | Software | Windows 7 Pro 32-Bit | 3 | | | | | | | | |
| | 181 | | Software | Windows 7 Pro 32-Bit | 3 | | | | | | | | |
| | 182 | | Software | Windows 7 Pro 32-Bit | 3 | | | | | | | | |
| | 188 | | Phone | Satellite Phone | 3 | | | | | | | | |
| | 267 | | Printer | Canon iP4840 Inkjet Printer | 1 | | | | | | | | |
| | 268 | | UPS | APC Smart-UPS SC 1500 | 1 | | | | | | | | |
| | 269 | | UPS | APC Back-UPS SC 550 | 1 | | | | | | | | |
| | 270 | | UPS | APC Back-UPS SC 550 | 4 | | | | | | | | |
| | 271 | | UPS | APC Back-UPS SC 550 | 4 | | | | | | | | |
| | 272 | | UPS | APC Back-UPS SC 550 | 3 | | | | | | | | |
| | 273 | | UPS | APC Back-UPS SC 550 | 3 | | | | | | | | |
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| **Sub Total** | | | | | | | **Count Sub** | **55** | **JOD 3,685.50** | **$ 5,404.83** | | | |
| **Grand Total** | | | | | | | **Count Total** | **161** | **JOD 38,300.36** | **$54,295.88** | | | |